



Inter-American
Foundation

Fiscal Year 2004 Grants Results Report





Cover page photo by Rony Corvera: PU-497CIPS - Helen Melchor is the daughter of Omar Cristóbal Melchor, a community leader and producer of artichokes in San Ignacio, department of La Libertad.

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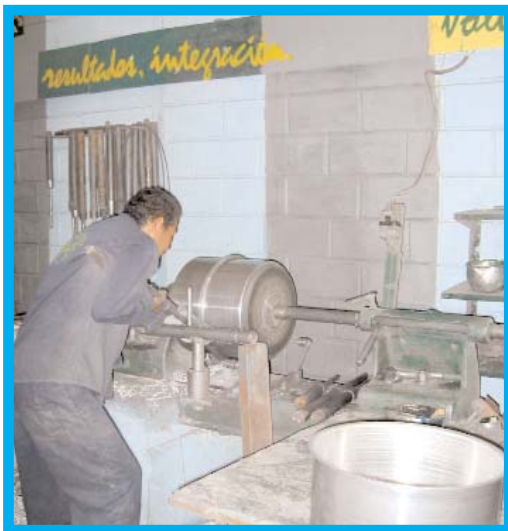
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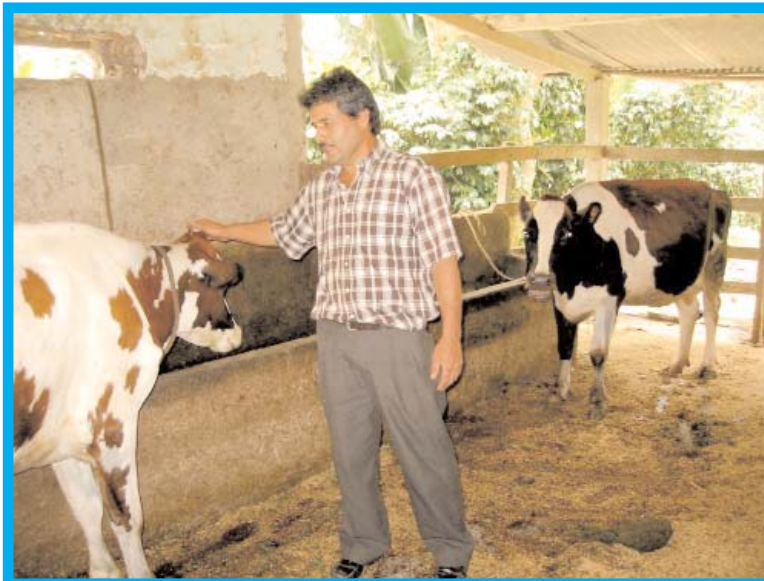
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Miguel Cuevas

ALUMIFENIX (VZ-192): Molding an aluminum pot at the Maracay plant of Alumifenix.



Miguel Cuevas

Quebrada Azul (VZ-189): Jose Rondón Arismendi tending his cows. The purchase of the animals was made possible by a loan from the IAF grantee



Introduction

About the IAF

The Inter-American Foundation (IAF), an independent foreign assistance agency of the United States government, provides grants to grassroots organizations in Latin America and the Caribbean. Created in 1969 as an experimental program, the IAF responds to innovative, participatory and sustainable self-help development projects proposed by grassroots groups and organizations that support them. It also encourages partnerships among community organizations, businesses and local governments directed at improving the quality of life for poor people and strengthening democratic practices. To contribute to a better understanding of the development process, the IAF shares its experiences and the lessons it has learned.

The Inter-American Foundation is governed by a nine-person board of directors appointed by the president of the United States and confirmed by the U.S. Senate. Six members are drawn from the private sector and three from the federal government. The board is assisted by an advisory council. A president, appointed by the board, serves as the Inter-American Foundation's chief executive officer, managing a staff of 47 employees based in Arlington, Virginia.

Congress appropriates funds annually for the Inter-American Foundation. The IAF also has access to the Social Progress Trust Fund administered by the Inter-American Development Bank and consisting of payments on U.S. government loans extended under the Alliance for Progress to various Latin American and Caribbean governments. Since 1972, the IAF has made 4,524 grants for more than \$571 million. Together, the IAF and its grantees have created cost-effective models of social and economic development which have bettered the conditions of hundreds of thousands of poor families in communities throughout the hemisphere.

Performance Summary and Highlights

Results data gathered in FY 2004 reveal the following:

- * More than 19,000 beneficiaries improved their diet and hence their health.
- * More than 32,000 beneficiaries received medical attention.
- * Close to 10,000 individuals benefited from access to clean water.
- * More than 40,000 individuals benefited from trash removal operations.
- * IAF grantees in eight countries helped their beneficiaries build or expand their own homes. A total of 221 new houses were built and 1,006 were improved.
- * Registration in courses, workshops and seminars exceeded 52,000 individuals in finance including loan management; approximately 32,000 in agriculture and environment-related topics; close to 17,000 in management; and close to 8,000 in health issues, such as prenatal care and disease prevention.
- * IAF-funded activities created more than 3,800 full-time permanent positions and 1,100 part-time positions.
- * Grant activities also generated 3,600 full-time seasonal jobs and 3,300 part-time seasonal positions.
- * More than 1,700 organizations voluntarily cooperated with IAF grantees.
- * Of the 644 organizations in partnerships with IAF grantees, 320 became partners in FY 2004.
- * Grantees mobilized \$5.3 million and brokered another \$4.8 million for project activities, or a combined total of \$10.1 million (\$7.2 million in cash and \$2.9 million in kind).
- * Central government institutions were the most generous to IAF grantees, donating \$3.8 million, most of it in cash.
- * International private nonprofit organizations contributed \$1.25 million to IAF grantees.
- * IAF grantees extended close to 195,000 loans averaging \$393 each. Agricultural loans averaged \$643. Loans for business development represented 62 percent of all loans and averaged \$419 each.

* Grantees disseminated information on approaches, practices and/or techniques in 17 of the 19 countries where the IAF funds activities.

The Methodology

To meet the challenges that stem from the diversity of the IAF's grantees and the heterogeneity of their cultures, languages and political contexts, the IAF designed and developed the Grassroots Development Framework (GDF), a practical tool consisting of a menu of 40 indicators used to collect and assess results data. The GDF measures the directly observable, *tangible* results of the projects as well as the subtler *intangible* effects and levels of impact on the individuals involved, the groups and the communities. Tangible results are observable, but intangible results, such as the assumption of leadership roles or heightened self-esteem, are factors no less vital that influence current and future development initiatives.

Tracking these indicators over time allows subsequent analysis of project results and documents the IAF's work for reporting to agencies to which the IAF is accountable. Knowledge of the indicators also helps the grantees stay focused on their goals; information on these indicators provides feedback to them and to IAF staff.

The data presented in this report are collected by the grantees as part of their respective grant agreements with the IAF. Grantees forward their project results to the IAF every six months during the life of their proj-



Miguel Cuevas

ect. A cadre of in-country data verifiers contracted by the IAF then corroborates the results submitted and forwards the validated data to the IAF along with comments on whatever facilitated or impeded achievement of objectives.

The current group of IAF data verifiers has been visiting grantees and their beneficiaries for the past four years. In addition, data verifiers participate with the IAF Evaluation Office staff in an annual conference where they review data collection techniques, concepts and definitions and discuss problems encountered in the field. Their on-site experience with grantees and their participation at the conference help them hone their skills, resulting in more accurate reporting.

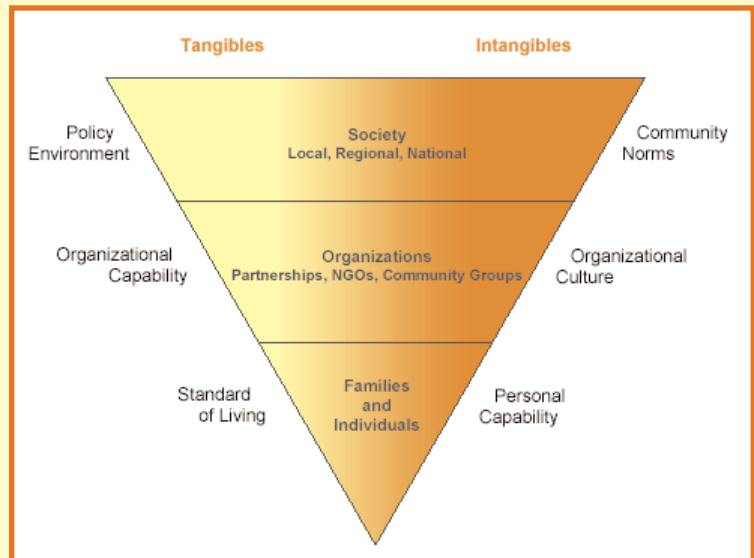
What is grassroots development?

The Inter-American Foundation uses the term “grassroots development” to describe the process by which disadvantaged people organize themselves to improve social, cultural and economic conditions. The concept assumes that the key to sustainable democracies, equitable societies and prosperous economies is a people-oriented strategy stressing participation, organizational development and networking to build the social capital needed to complement human and physical assets.

What is the Grassroots Development Framework?

The Inter-American Foundation created the Grassroots Development Framework to measure the results and impact of projects the Foundation supports. Results can inform decisions, signal challenges, confirm achievements and indicate topics for further research. The GDF was created by applying what had been learned from more than 4,500 projects financed by the Foundation.

The GDF is useful to both the grantee and the donor. It provides the means to establish project objectives and report achievements, strengths and deficiencies. Since the pilot testing and application of the GDF, several development assistance institutions have, in consultation with the Inter-American Foundation, adapted the GDF to their own activities.



How does it work?

The premise of the GDF is that grassroots development produces results at three levels, and important tangible and intangible results should be taken into account. In business, profits are the bottom line. In grassroots development, a project must generate material improvements in the quality of life of the poor. Because poverty entails not only lack of income but also lack of access to a range of basic services (including education, healthcare and housing), as well as insufficient opportunity for active civic participation, the GDF draws these indicators into a single tool.

A development project is a special kind of investment that should produce tangible and intangible benefits, and the GDF seeks to measure and document both. The Foundation’s experience has demonstrated that each project can plant a seed for change and that grassroots development produces results not only for individuals but also for organizations and society. The cone shape of the GDF portrays the potential impact of grassroots development, progressing from individuals and families, to organizations, to the community or society at large — the three levels of the GDF.

PART I: Grants Results in FY 2004

This is the IAF's sixth report in response to the Government Performance and Results Act of 1993, requiring all federal agencies to document and report results of strategic plans and performance goals for the fiscal year. It summarizes the results of grants active in FY 2004. This section of the report highlights results from the GDF indicators most frequently used by our grantees. In FY 2004, for the first time in its history, 100 percent of IAF grantees (241) submitted reports.¹ Each grantee report was verified by an independent in-country professional.

Tangible Results at the Beneficiary Level

Data for FY 2004 show IAF grants had a positive effect on the quality of life of the poor in Latin America and the Caribbean through education, improved health, better housing conditions and increased job opportunities. Asked if their quality of life had improved, stayed the same or worsened as a result of grant activities, 88 percent of the beneficiaries of IAF-supported projects reported that they were better off (see Figure 1).

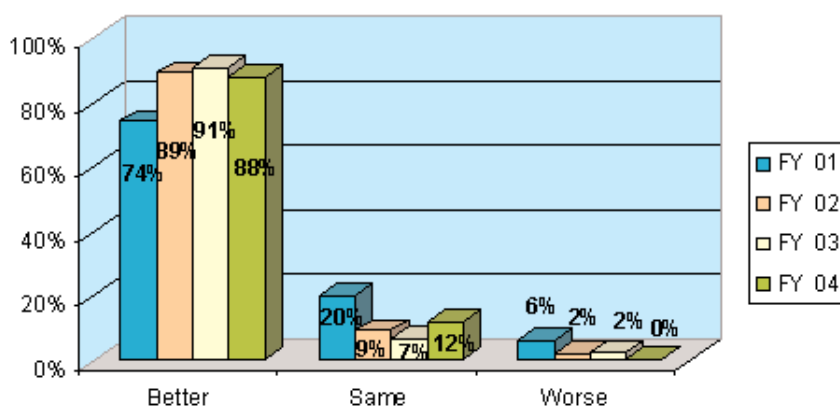
Table 1: Permanent and seasonal full- and part-time positions created

Country	Permanent Jobs		Seasonal Jobs	
	Full-time	Part-time	Full-time	Part-time
Argentina	67	0	3	1
Bolivia	7	0	28	14
Brazil	38	10	3	53
Ecuador	16	26	3	29
El Salvador	119	84	27	71
Guatemala	123	63	0	1,165
Haiti	0	0	0	66
Honduras	176	380	95	597
Mexico	4	7	330	20
Nicaragua	2,675	468	2,389	952
Panama	32	34	69	73
Peru	466	0	565	172
Uruguay	117	37	89	92
Venezuela	7	5	30	0
Total	3,847	1,114	3,631	3,305

Creating jobs

In FY 2004, 79 grantees reported the creation of close to 11,900 jobs of both a permanent and seasonal nature (see Table 1). In Nicaragua, for example, the *Fondo para el Desarrollo de la Mujer* (NC-244) facilitated the creation of 2,300 jobs by providing loans to expand small businesses. In Peru, the *Consorcio para el Desarrollo Regional* (CODESRE) (PU-513), helped create 550 new jobs through its program of assistance in marketing for small agro-businesses located in four central provinces of the department of Huancayo known as the Mantaro River Valley.

Figure 1: Quality of beneficiary living conditions due to grant activities, FY 2001 to FY 2004



¹ IAF also awarded grants to organizations to conduct special studies or to provide scholarships to development practitioners. Other grants are awarded to developing organizations for planning or learning. None of these grants lend themselves to data collection and they are monitored differently.

Providing Training

In FY 2004, 87 percent of all IAF grants reported providing on-the-job training or courses and workshops lasting from one to several days. Grantees also provided complementary technical assistance as reinforcement. The most common topics were finance, agriculture, environment-related issues, planning/administration and civic participation (see Table 2). Below are examples:

Table 2: Number of beneficiaries acquiring new knowledge and skills

Knowledge/Skills	Men	%	Women	%	Total
Agriculture	19,305	61%	12,486	39%	31,791
Manufacturing	1,265	29%	3,115	71%	4,380
Construction	1,624	61%	1,055	39%	2,679
Environmental	11,684	47%	13,102	53%	24,786
Management	8,782	53%	7,930	47%	16,712
Marketing	3,102	46%	3,655	54%	6,757
Leadership	3,526	53%	3,120	47%	6,646
Civic participation	5,441	50%	5,516	50%	10,957
Legal system	2,300	50%	2,304	50%	4,604
Finance	8,574	16%	43,871	84%	52,445
Political system	1,868	58%	1,332	42%	3,200
Health	2,350	30%	5,406	70%	7,756
Domestic relations	1,040	36%	1,811	64%	2,851

In Mexico, the *Desarrolladora de Emprendedores A.C.* (DEAC) (ME-438) accounted for 82 percent of all beneficiaries receiving financial training. As part of the loan program in the Valle Chalco, surrounding Mexico City, low-income members of communal banks learned how to keep financial records for themselves as well as for the communal banks. DEAC in conjunction with the *Centro de Apoyo al Micro-Empresario, A.C.* (CAME), trained 43,000 bank members, 90 percent of whom were women.

In Peru, the *Programa Integral para el Desarrollo del Café* (PIDECAFE) (PU-509) trained some 2,100 coffee growers in the Piura highlands to process brown sugar. The manufacture of brown sugar loaves, or *panelas*, is part of PIDECAFE's strategy to help coffee producers diversify their sources of income.

In Brazil, the *Instituto Nenuca de Desenvolvimento Sustentável* (INSEA) (BR-806) launched the "Selective Solid Waste Collection" campaign by training close to 8,300 individuals. The project aims at increasing the income of recyclers in Minas Gerais through training, technical assistance and the availability of funds for purchasing, maintaining, and upgrading equipment such as paper presses, scales, shredders, carts and small motor vehicles, which will enable recyclers to improve the quality and processing of recycled materials.

In El Salvador, the *Fundación Segundo Montes* (FSM) (ES-202) trained 469 individuals in basic accounting principles, record keeping, inventory control, customer relations and other skills. Some of the trained individuals received loans from FSM to finance micro-enterprises and help them diversify their production.

In Ecuador, the *Corporación de Estudios Regionales-Guayaquil* (CER-G) (EC-379) enlisted the participation of close to 4,000 residents in addressing the disposal of solid waste in three urban centers in the province of Guayas. The participants learned to recycle various materials and received trash cans.

Improving health

Better diets and access to medical care and clean water impact the health of the community and its standard of living. Equally important is proper disposal of human waste and removal of solid waste (see Table 3).

Through better nutrition, FY 2004 grant activities improved the health of approximately 19,400 beneficiaries. *Proyecto de Aldea Global* (PAG) (HO-235) in Honduras, for example, increased food security by diversifying the food production system

Table 3: Beneficiaries of health-related activities

Activity	Number of beneficiaries			
	FY 2001	FY 2002	FY 2003	FY 2004
Installation of latrines	4,570	4,510	2,840	5,007
Installation of piped water	22,760	34,690	3,300	9,937
Medical care	33,700	20,580	23,000	32,281
Solid waste collection	168,970	130,000	123,500	40,627
Vaccinations	17,950	2,310	3,700	4,558
Nutrition/dietary improvement	52,479	49,856	26,423	19,393

to include basic grains, garden vegetables and small animals. PAG reported that as a result of its “improved traditional farm” model, more than 300 farmers improved their families’ diet.

For most grantees, however, dietary improvement was not an initial objective but an indirect benefit of increased production and/or income. More production leads to more food for household members because part of the production is allocated for home consumption. Additionally, as income rises, households can afford more and better food. In Peru, the agricultural and animal husbandry project of *Asociación para la Investigación y Desarrollo Integral* (AIDER) (PU-499) helps 335 families in the department of Piura improve pig- and sheep-breeding; the harvest of carob, wood, and other products from the forest; and their yield of vegetables using hydroponic methods for the first time. AIDER reported 435 beneficiaries improved their diet as a result of pork and mutton consumption, which their successful animal breeding made possible. They also supplemented their diet with surplus hydroponic vegetables.

For the third consecutive year (see Table 3), the number of grant beneficiaries receiving medical attention increased and 80 percent of those receiving medical care were in Guatemala where five grantees served 26,000 mostly indigenous patients. Grantees in Honduras and Mexico also reported that a significant number of individuals received medical services.

Preventive measures such as vaccinations also improved health conditions among the poor. Not

surprisingly, the above-referenced grantees in Guatemala and Honduras included vaccinations in their services. *Asociación Toto Integrado* (GT-275) in Guatemala inoculated 500 children under the age of five against whooping cough, diphtheria, polio and other diseases. *Vecinos Mundiales Honduras* (VM/H) (HO-236), played a key role in promoting, at the local level, the Honduran Ministry of Health’s campaign to vaccinate more than 700 children.

Access to clean water is vital for reducing the risk of disease and grantees in six countries provided piped water to 10,000 beneficiaries. Examples follow:

In Bolivia, the *Centro de Acción Social para el Desarrollo Comunitario* (CASDEC) (BO-469) built a potable water supply system serving 14 families in the community of Chaupisuyu and another serving 39 families in the community of Cruz Pampa. Villagers had previously relied on a contaminated stream for their water supply.

In Honduras, the *Vecinos Mundiales Honduras* (VM/H) (HO-236), in collaboration with the Rotary Club of Danlí, distributed 198 biofilters (water filters) to families participating in VM/H’s community health project in Paraíso. Also in Honduras, *Agua para El Pueblo* (HO-237), which works to improve health conditions through increased access to potable water and basic sanitation, benefited 3,120 individuals by repairing water supply lines and connecting homes to the water system.

And in Panama, the *Instituto Panameño de Desarrollo Humano y Municipal* (IPADEHM) (PN-273) built three water systems: one in the Changuinola district, serving the Ngobé-Buglé indigenous community of 112 inhabitants; a second in the Mironó district capable of supplying 200 inhabitants; and the third in Remedios district capable of supplying 225 persons.

Sanitary conditions were improved for more than 5,000 individuals. In Guatemala, the *Fundación para el Desarrollo Educativo, Social, y Económico* (FUN-

DADESE) (GT-260) built latrines in the municipality of Chichicastenango, department of Quiché, benefiting 1,650 individuals.

In Brazil, the *Fundação Centro de Defesa dos Direitos Humanos Bento Rubião* (FBR) (BR-788) benefited more than 200 people by building latrines in poor neighborhoods of Rio de Janeiro as part of its project to improve housing and community development opportunities for residents of low-income housing cooperatives. Another Brazilian grantee, the *Centro Diocesano de Apoio ao Pequeno Produtor* (CEDAPP) (BR-815), benefited 119 individuals by installing latrines as part of a strategy to improve conditions for 200 families in 10 rural communities in the state of Pernambuco.

Health conditions also improved through trash disposal, which benefited 40,600 individuals in more than 7,700 houses. Grantees in Venezuela, Ecuador and Honduras accounted for 97 percent of the housing units benefiting from recycling programs. In Venezuela, *Fundación Papyrus* (VZ-183), which assists low-income school children in raising funds for academic projects through recycling activities, reported that 3,600 households participated in the recycling operation, benefiting approximately 18,000 individuals. Part of the money raised is used to hiring more teachers and to buy the children school supplies.

And in Ecuador, the *Corporación de Estudios Regionales-Guayaquil* (CER-G) (EC-379), in partnership with three municipalities in the province of Guayas (Daule, Palestina and Santa Lucía), provided trash collection to 2,300 households, thereby improving the living conditions for 12,000 residents.

Building houses

In FY 2004, IAF grantees had a direct and positive impact on the standard of living of the poor in eight countries through assistance with housing construction, additions and renovations (see Table 4).

In Nicaragua, three grantees helped build new homes and another three assisted with the renovations of existing dwellings. The *Urbanizadora y Edificadora Popular* (URBE) (NC-255), for exam-

ple, is helping communities increase their capacity for self-help through participation on committees and in self-help building/remodeling activities. The grantee provides financing for such activities to residents of the municipality of Ciudad Sandino. Loans, averaging \$1,700, are used to construct new homes or to improve existing ones.

Brazilian grantee *Fundação Centro de Defesa dos Direitos Humanos Bento Rubião* (BR-788) helped residents of two low-income housing cooperatives located in the poorest neighborhoods of Rio de Janeiro build 75 new houses. FBR is using a cooperative self-help method which requires beneficiaries to participate actively in the architectural design and planning of their homes and to assume responsibility for construction and maintenance of housing development in Jacarepagua. Many of the new homeowners, who used to live in squalor and paid 50 percent of their income in rent, now enjoy clean new homes with modern plumbing.

In Mexico, *Comité de Promoción Social del Valle del Yaqui* (PROVAY) (ME-441) is improving living conditions for low-income families by building homes from locally available materials. Approximately 100 individuals benefited from 24 houses built in Ciudad Obregón.

Table 4: New and renovated housing units in FY 2004

Country	New	Renovations
Argentina	0	31
Brazil	75	0
Ecuador	8	37
Guatemala	9	0
Honduras	0	20
Mexico	49	163
Nicaragua	80	753
Venezuela	0	2
Total	221	1006

Tangible Results at the Grantee Organization Level

This section looks at resources obtained to expand the scope of the grantees' work beyond the beneficiaries originally envisioned in the agreement with the IAF and to sustain the grantees' efforts once IAF funding ends. It also examines efforts to forge new relationships toward providing the level and quality of goods and services required.

Mobilizing/brokering resources

Resource mobilization refers to funds raised by the grantee organization to meet operating expenses and development efforts beyond those covered by an IAF grant. Mobilized resources from international, national or local sources, private and public, can be financial, material or human.

Resources brokered refers to monetary, material or human resources obtained by the grantee from individuals or national or international public or private entities and channeled directly to grassroots organizations or groups that support the project funded by the IAF. Resources brokered never pass through the grantee's hands but rather go directly to organizations, grassroots groups or beneficiaries.

In FY 2004 grantees mobilized close to \$5.3 million: \$4.2 million in cash and \$1.1 million in kind. In terms of resources mobilized from international donors versus those obtained from domestic sources, FY 2004 shows a decrease of 43 percent in the amount received from international donors and a 26 percent drop from domestic sources when compared to FY 2003 (see Table 5). Further analysis reveals the amount mobilized in FY 2004 has fallen below the level reached in FY 2001 (see Figure 2).

Resources brokered by IAF grantees rose from \$3.8 million in FY 2003 to \$4.8 million in FY 2004, an increase of 26 percent from the previous year. In FY 2002, grantees brokered \$3.3 million. This upward trend is in sharp contrast to the downward path taken by resources mobilized over the last five

years. Based on discussions with some grantees, it appears that donors are becoming aware that contributions made directly to project beneficiaries receive more exposure and generate more public relations impact than those provided to beneficiaries through grantees.

Even though grantees are now brokering more resources, they still mobilize more than they broker. As previously mentioned, in FY 2004 resources mobilized totaled more than \$5 million, while resources brokered totaled \$4.8 million, for a combined total of \$10 million. In other words, IAF grantees raised \$0.70 for every dollar invested by the IAF. (See tables 6 and 7).

Among international donors, private nonprofit organizations² were among the most generous contributors in Bolivia, Mexico and Argentina:

Broederlijk Delen (Belgium), a nongovernmental organization that focuses on the social aspect of development, contributed \$38,000 toward a literacy campaign by the *Mancomunidad Héroes de la Independencia* (BO-474) in the department of Tarija in southern Bolivia. The same project also received \$36,000 from AVINA, a foundation that works with civil society and business toward sustainable development in Latin America. The donation was for training community leaders. Other contributions to Mancomunidad came from Caritas-France (\$70,500), Caritas-Italy (\$5,500) and DKA Austria (\$7,300). Mancomunidad mobilized a total of \$184,000 from private nonprofit organizations.

The National Fish and Wildlife Foundation contributed \$46,400 to Alternare (ME-457) for a project to train low-income farmers to plant and increase their crops in and around Mexico's Monarch Butterfly Reserve, approximately 100 miles west of Mexico City. Additionally the October Hill Foundation contributed \$27,600, the Leiter Family Foundation, \$5,000, and the Monarch Butterfly Foundation \$3,500. Alternare's efforts resulted in \$82,500 from private nonprofit organizations.

² Private nonprofit organizations are nongovernmental organizations working abroad in development activities and headquartered outside the country where the activities take place.

Figure 2: Resources mobilized by source and fiscal year

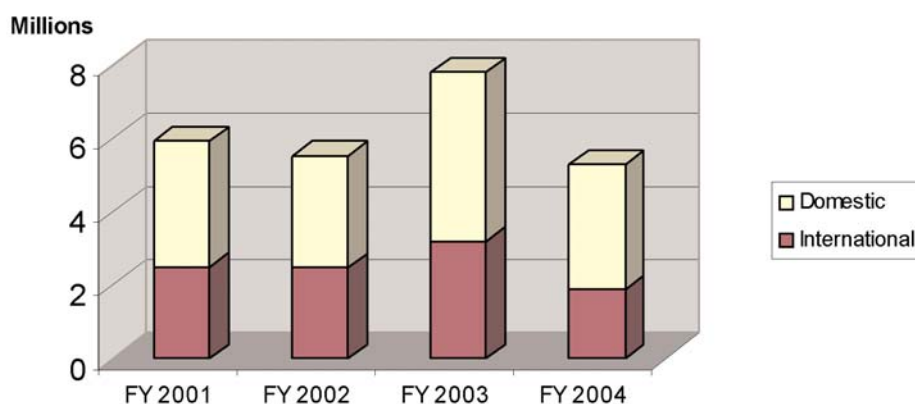


Table 5: Resources mobilized by international or domestic source

	FY 2001	FY 2002	FY 2003	FY 2004
International	\$2,499,047	\$2,474,379	\$3,188,951	\$1,865,278
Domestic	\$3,396,987	\$3,028,873	\$4,590,068	\$3,389,782
Total	\$5,896,034	\$5,503,252	\$7,779,019	\$5,255,060

AVINA contributed \$93,300 to the *Asociación de Mujeres Warmi Sayajsunqo* (AR-329) located in the Puna of Jujuy in northern Argentina to develop WARMI enterprises and assist them in legally incorporating. WARMI also brokered \$52,000 from *Médicos del Mundo* for a health program in Abra Pampa, a joint effort of WARMI, *Médicos del Mundo* and the provincial government of Jujuy.

Grantees also mobilized and brokered \$3.8 million from central governments and \$0.7 million from local governments. Mexican, Argentine and Ecuadorian grantees received the most significant government contributions:

- * The largest federal government contributions were from Mexico's *Secretaría de Agricultura* (SAGARPA) to the women of the *Mujeres Empacadoras de Nopal de Ayoquezco* (MENA) in Oaxaca for the construction of a nopal (prickly pear from cactus) packing plant (\$594,000), and to the grain producers of Guayangareo, Michoacán, for their agro-businesses (\$338,500). Both groups are beneficiar-

ies of the *Fundación para la Productividad en el Campo* (ME-450).

- * Argentina's *Ministerio de Desarrollo Social* provided \$108,000 to the *Asociación de Mujeres Warmi Sayajsunqo* (AR-329) for the creation of 26 community funds for the indigenous population of Santa Catalina, Susques, Tilcara, Yavi and Cochinoca in Jujuy. WARMI also brokered \$55,000 from the *Fundación Obra Claretiana para el Desarrollo* (OCLADE), which is part of the *Ministerio de Desarrollo Social*, for 10 community funds in the prelature of Humahuaca.
- * Ecuador's *Ministerio de Bienestar Social* turned over \$79,000, or 65 percent of the proceeds from the sale of timber harvested on community land in Guamote, to the *Comité de Desarrollo Local de Guamote* (CDL-G) (EC-386). The Ministerio provided seedlings and the community contributed labor in the joint reforestation project that resulted in the contribution.

Table 6: Resources mobilized in cash and in kind by source in FY 2004

Source	Cash	In-kind	Total
International businesses	\$26,701	\$4,188	\$30,889
International public sector	\$562,605	\$95,175	\$657,780
International private organizations	\$1,094,993	\$22,478	\$1,117,471
Other international organizations	\$7,477	\$51,661	\$59,138
National businesses	\$310,641	\$73,258	\$383,899
National public sector	\$1,263,417	\$147,144	\$1,410,561
Other national organizations	\$371,831	\$27,748	\$399,579
Local businesses	\$48,032	\$75,608	\$123,640
Local public sector	\$363,988	\$147,418	\$511,406
Community contributions	\$89,443	\$423,775	\$513,218
Other local sources	\$22,196	\$25,283	\$47,479
Total	\$4,161,324	\$1,093,736	\$5,255,060

Table 7: Resources brokered in cash and in kind by source in FY 2004

Source	Cash	In-kind	Total
International businesses	\$59,867	\$183,375	\$243,242
International public sector	\$500,000	\$71,134	\$571,134
International private organizations	\$58,160	\$75,213	\$133,373
Other international organizations	\$13,500	\$16,698	\$30,198
National businesses	\$3,226	\$22,807	\$26,033
National public sector	\$2,092,048	\$349,699	\$2,441,747
Other national organizations	\$106,637	\$48,166	\$154,803
Local businesses	\$0	\$7,954	\$7,954
Local public sector	\$111,266	\$125,874	\$237,140
Community contributions	\$42,808	\$845,008	\$887,816
Other local sources	\$7,555	\$93,188	\$100,743
Total	\$2,995,067	\$1,839,116	\$4,834,183

Partnering as a strategy

By partnering, grantees can offer beneficiaries more of the assistance they need. Partnerships present challenges because of differences in interests, objectives, goals, resources, and human and financial capital, but they achieve outcomes not otherwise possible. Partnering involves shared decisions and pooled resources to benefit the target group. IAF grantees recognize the advantages in terms of maximizing the impact of their investment and accessing a greater range of skills. During FY 2004, IAF grantees reported partnering with 644 organizations, public and private, foreign and domestic. Of these, almost half came into being during FY 2004. (see Table 8)

Community-based organizations, such as the *Consejo Nacional de Ayllus y Markas del Qullasuyu* (ONAMAQ) and the *Consejo de Ayllus Originarios de Potosí* (CAOP) in Bolivia (BO-473) and the *Cooperativa de Ahorro y Préstamo 10 de Octubre* in Mexico (ME-454), had significant partnerships with IAF grantees. Other major partners were drawn from the public sector, including public schools, such as those participating in the

Unidos para Aprender project (United to Learn) sponsored by the *Fundación Minetti* (AR-322) and municipalities, such as Macaé, Itaguaí and Piraí, which partnered with Viva Rio (BR-798) to create business centers with internet services in favela communities in Rio de Janeiro.

National entities, such as INFOP (*Instituto Nacional de Formación Profesional*) and the *Procuraduría General del Ambiente* in Honduras, partnered with *Proyecto Aldea Global* (HO-235) to increase food security and farmer self-sufficiency in three municipalities adjacent to the *Parque Nacional Cerro Azul* Member.

Domestic businesses also supported IAF grantees. Foreign businesses, however, were rarely a partner and contributed less than \$90,000 to IAF projects in FY 2004.

Providing microcredit

In FY 2004, 68 grantees in 13 countries provided credit to their beneficiaries through loan funds for entrepreneurs who had no other access to capital. Loans furthered initiatives in agriculture, construction, manufacturing, business development, education and other areas (see Table 9).

Examples of loans awarded:

In Colombia, the *Asociación Colombiana de Petroleros* (ACP) (CO-486) extended 33 loans, averaging \$5,200 each, to cattle ranchers, poultry producers, aquaculture farmers and citrus producers. It also provided eight loans averaging \$4,000 to citrus producers for irrigation systems.

In Nicaragua, the *Fundación Odorico D'Andrea* (FODA) (NC-252) provided 182 loans, averaging \$126 each, to farmers producing beans, cabbage, corn, lettuce, onions and potatoes. FODA also extended loans averaging \$165 to six farmers for construction of grain storage facilities. As part of its program, FODA technicians trained loan recipients in environment-related issues such as proper handling of chemical fertilizers, soil and water conservation, construction of compost enclosures and the development of forest nurseries.

Table 8: Partnerships to date

Country	New partnerships in FY 2004	New and ongoing partnerships
Argentina	5	27
Bolivia	62	139
Brazil	58	114
Caribbean	4	1
Colombia	4	16
Dominican Republic	24	18
Ecuador	14	28
El Salvador	11	22
Guatemala	15	32
Honduras	6	9
Mexico	29	59
Nicaragua	38	21
Panama	20	29
Peru	17	85
Uruguay	12	31
Venezuela	5	13
Total	320	644

Table 9: Loans by category, number and average amount in FY 2004

Loan Category	Number of Loans	Average Amount in US \$
Agriculture	9,472	\$643
Construction	3,848	\$379
Manufacturing	10,794	\$307
Business development	121,025	\$419
Education	2,536	\$235
Other	47,364	\$309
Total	195,039	\$393

In Peru, the *Empresa Multicomunal de Servicios Agropecuarios* (EMUCOSA) (PU-492) extended 457 loans, averaging \$65 each, to farm families in Juliaca cultivating oats for forage. Improvement of pastures through the introduction of hardy varieties of grasses and oats was part of the project objective to provide nutrients for sheep.

Mexican grantees accounted for 90 percent of the loans extended by grantees throughout the hemisphere. Two Mexican grantees, the *Desarrolladora de Emprendedores A.C.* (DEAC) (ME-438) and *FinComún, Servicios Financieros Comunitarios* (ME-451), extended more than three-fourths of all loans. However, Bolivian grantees took the lead in providing credit for agricultural projects, extending close to 4,000 averaging \$100 each. Additionally, Bolivia's *Centro de Estudios Regionales para el Desarrollo de Tarija* (CERDET) (BO-471) extend-

ed \$20,000, the most significant single loan, to AVATIRENDA, a corn storage center.

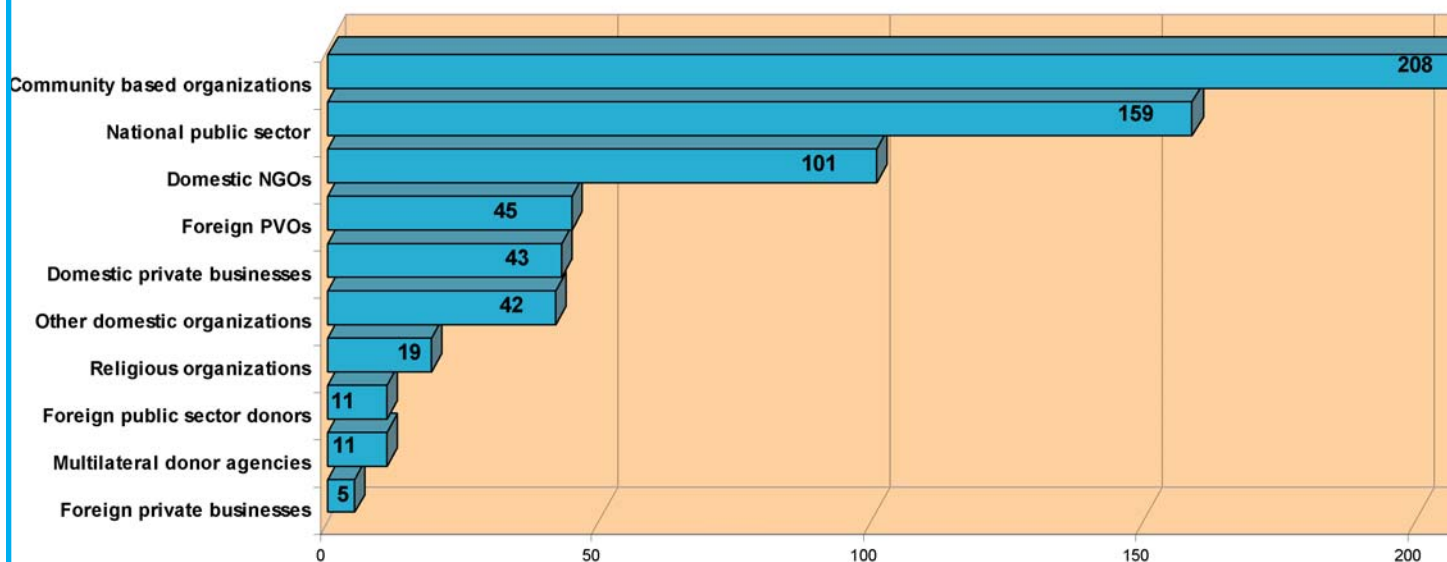
Sharing information with stakeholders

Grantee organizations provide members, officials and beneficiaries access to clear information on policies, programs and finances. Almost three-quarters of the grantees reporting on the "Access to information" indicator were rated high, and the rest were rated medium. Examples follow:

The *Fundación para la Defensa de la Naturaleza* (FUDENA) (VZ-190) in Venezuela received a high rating. It distributed a newsletter to its beneficiaries and partners detailing project activities on the eastern coast of the state of Falcón where it promotes the protection of shellfish species and better earnings for residents who derive their primary income from fishing. FUDENA is also developing a brochure and several videos showing project results and its work on behalf of those who live from fishing and marketing fish products. Its policy, programs and project results can be found on its Web page.

In Guatemala, the *Asociación para el Desarrollo de San Antonio* (ADISA) (GT-270) regularly briefs its beneficiaries on project plans and finances. Its goals are to increase their income, improve their health and improve the natural resource base in communities in Quiche's municipality of San Antonio Ilotenango.

Figure 3: IAF Grantee's Partner Distribution, FY 2004



Disseminating methodology, techniques and results

The dissemination of knowledge and experience allows development projects to be built on the success of others and avoid their errors. The IAF funds an array of information outlets, including speeches and presentations, radio and television interviews, pamphlets and brochures, newspaper and magazine articles, press releases, books, videos and movies, and CD-ROMs.

In FY 2004, 47 percent of IAF grantees undertook some sort of dissemination activity in 17 of the 19 countries with IAF-funded projects. Mexican grantees were represented in each kind of activity, but most grantees use a more modest array of tools. IAF grantees produced more than 300 pamphlets and brochures and distributed more than 300,000 copies. Examples of dissemination activities follow:

The *People's Action for Community Transformation* (PACT) (JA-109) is strengthening the capacity of grassroots organizations in low-income communities throughout Jamaica along with their networking and access to information. PACT began producing a newsletter titled "LIFE Happenings" in June 2004 with information on LIFE (PACT's parent organization), PACT, the IAF and developments in the programs and projects undertaken. One hundred and twenty copies were distributed to stakeholders, the media and the general public. PACT also developed "Grassroots Economic Development: Investing In Local Economies," a PowerPoint presentation for distribution at various junctures of the project.

The *Community Tourism Foundation* (CTF) (CA-096) established a Community Innovations Fund to raise money from the financial and tourism sectors for grants to grassroots groups and community-based organizations in several Eastern Caribbean countries. CTF staff gave a presentation on its programs to representatives of various tourism-related agencies at a community tourism workshop. Other dissemination activities included nationally televised interviews on *Morning Barbados* and *The Chat Room*; articles in two Barbados newspapers; press releases on the CTF's magazine and the dis-

tribution of 10,000 copies in hotels, duty-free stores and tourist attractions in Barbados and in agencies in the Eastern Caribbean. CTF also sent the magazine to current and prospective partners to encourage their financial support for the next edition.

Mundo Afro (LA-161), headquartered in Montevideo, Uruguay, is developing a regional network among communities of African descent in the Southern Cone. Its staff has given several seminars on racism and discrimination at universities and secondary schools. They also have organized presentations in Montevideo of "Our Candombe Vision," referring to African-derived features of Uruguayan culture.

The *Instituto Nenuca de Desenvolvimento Sustentável* (INSEA) (BR-806) disseminated sanitation techniques at the 3^o *Seminário de Meio Ambiente*, which drew 1,300 participants. Another 1,035 participated in the Third Festival of Solid Waste and Citizenship (*Festival de Lixo e Cidadania*) held in Belo Horizonte, Brazil. INSEA gave more than two dozen radio interviews on its work with recyclers to develop income-generating activities.

Intangible Results at the Beneficiary Level

A holistic view of grassroots development includes intangible gains that can be observed, inferred and reliably verified, if not directly measured. At the individual or family level, the IAF, through its data verifiers, collects data on intangible indicators: communication, problem-solving skills, self-esteem, cultural identity and innovation. Considered with results on tangible indicators, these widen the lens through which grant impact is viewed and provide symmetry to the IAF's measurement process. The data presented in this section reflect grantee organizations and beneficiaries' perception of cultural values, a sense of belonging, personal recognition of self-worth and human dignity, and the sense of the potential to live a better life and contribute to society. The data are cumulative and show results since the inception of each grant.

Communication

In FY 2004, close to 85,000 IAF grant beneficiaries increased their capacity to express their ideas and views clearly. As in FY 2003, most individuals who reported improving their communication skills were Argentine children in two *Fundación Leer* (AR-330) programs: Open Book and Life Skills. Over three years more than 59,000 children reported improvement. Their teachers and school principals agreed that reading has helped children with their vocabulary and grades.

Table 10: Number of beneficiaries improving their capacity to communicate clearly					
Country	Men	%	Women	%	Total
Argentina	30,896	50%	30,400	50%	61,296
Bolivia	2,526	72%	969	28%	3,495
Brazil	33	34%	63	66%	96
Colombia	185	47%	208	53%	393
Dominican Republic	10	29%	24	71%	34
Ecuador	641	31%	1,415	69%	2,056
El Salvador	678	55%	555	45%	1,233
Guatemala	236	37%	404	63%	640
Honduras	4,712	37%	7,936	63%	12,648
Panama	26	29%	65	71%	91
Perú	67	61%	42	39%	109
Venezuela	1,017	54%	866	46%	1,883
Uruguay	280	33%	565	67%	845
Total	41,307	49%	43,512	51%	84,819

In El Salvador, the *Fundación Segundo Montes* (FSM) (ES-202) reported 70 beneficiaries had improved their communication skills as a result of training, technical assistance and a local scholarship program. The results are evident from the way participating micro-entrepreneurs and farmers interact with customers at fairs.

In Bolivia, the *Mancomunidad Héroes de la Independencia* (BO-474) has a grassroots credit program known as the Solidarity Capitalization Fund (FONCASOL). Mancomunidad also created a coordinating body to improve the efficiency and effectiveness of development initiatives. Dialogues ensuing with various government officials, community leaders and the public have made local development projects more transparent and participative and have honed the communication skills of those involved.

Problem-solving

In FY 2004, 50 grantees reported on the problem-solving indicator. Examples illustrate how beneficiaries analyze and address a situation:

The *Comité de Reconstrucción y Desarrollo Económico Social de Comunidades de Suchitoto, Cuscatlán* (CRC) (ES-205) in El Salvador enables producers to improve the environment and their crops through the application of agro-ecology tech-

niques. CRC has created a committee to oversee the project and train individuals to manage a credit fund. Trained beneficiaries applied their management skills to recovering arrearages.

The *Centro de Servicios Legales para la Mujer* (CENSEL) (DR-325), in the Dominican Republic, in conjunction with women's and community groups is conducting training programs to address domestic violence in communities in the eastern part of the province of Santo Domingo. Thirty-four individuals (10 men and 24 women), who received training in mediation and other skills related to preventing and resolving problems from domestic violence are helping victims deal with their situation. CENSEL staff mediated 48 cases --34 criminal and 14 civil-- involving divorce, child custody, child support, rape, criminal spouse abuse and property crime.

Beneficiaries of the *Asociación para el Fomento del Turismo* (AFOTUR) (PN-274) in the community of Puru de Pequeni, Panama, were faced with the problem of insufficient land for the agro-forestry and reforestation activities envisioned in the grantee's project. They decided to pool their resources and buy 20 hectares, which allowed them to continue mixing forest species for future use with food crops for short-term consumption by local families and visitors.

Table 11: Number of beneficiaries improving their capacity to resolve problems

Country	Men	%	Women	%	Total
Argentina	7,740	45%	9,538	55%	17,278
Bolivia	735	77%	221	23%	956
Brazil	104	31%	236	69%	340
Colombia	186	45%	228	55%	414
Dominican Republic	10	29%	24	71%	34
Ecuador	668	33%	1,386	67%	2,054
El Salvador	655	54%	559	46%	1,214
Honduras	2,948	37%	5,022	63%	7,970
Panama	1,278	48%	1,390	52%	2,668
Peru	30	65%	16	35%	46
Uruguay	95	38%	153	62%	248
Venezuela	1,015	48%	1,097	52%	2,112
Total	15,464	44%	19,870	56%	35,334

Self-esteem

Personal recognition of self-worth and human dignity and a sense of potential are attributes of self-esteem, which plays a key role in development. Most IAF-supported activities affect the self-esteem of the people targeted. In FY 2004, 66 grantees reported their observations. Below are specific examples reported by *Fundación Kechuaymara* (BO-482), a Bolivian grantee:

The grantee is implementing a strategy of agricultural production and micro-enterprise development among 350 families through training and technical assistance to Aymara communities and organizations in the Ambana section of Carabuco municipality. One of the grantee's greatest challenges has been overcoming these beneficiaries' low self-esteem. To combat the problem, the grantee conducted a training program in agricultural production, control of plant diseases, marketing and small-business management. The training strengthened participants' confidence and they now feel capable of conducting sanitary campaigns and independently marketing their products.

Management of their local store and their success with the mill has put the native population on equal footing with Creole neighbors, who once considered them inferior and did not allow them to use certain public spaces, such as the main square. Now these neighbors want to negotiate with the rural

indigenous workers and buy their flour, which, in addition to being cheaper (than flour transported from La Paz), is more nutritious and processed under better sanitary conditions.

Work with boys and girls from various schools on valuing the indigenous cultural identity prompted families to organize a meeting of Aymara children from 43 communities. These initiatives sparked great interest throughout the municipality, beyond the immediate project area. The mayor's office in Carabuco co-financed the activities, and there are plans to repeat them elsewhere. These

efforts to encourage people to value their culture have had such an effect that union officials in the Ambaná region are gradually returning to their native dress, a sign of better self-esteem.

Cultural identity

Especially for African-descendant and indigenous communities, a strong sense of cultural identity can spur an appreciation of their rights as citizens, their economic possibilities and the values of their ancestral traditions. Below are some examples of efforts to help beneficiaries increase their appreciation and/or preservation of their cultural values, traditions and ethnic heritage.

The *Asociación de Mujeres Warmi Sayajsunqo* (WARMI) (AR-329) has a training program in Abra Pampa, Jujuy, Argentina, to instill in its members the value of their culture and heritage. Association members are gradually more aware of the importance of an in-depth knowledge of their cultural heritage. In three communities --Puesto Sey, San Juan de Quillaques and Pueblo Viejo-- they are documenting their oral history for future generations. Women participants in WARMI's handicraft workshops are also researching ancestral textile production techniques.

Mundo Afro (LA-161), an organization serving Afro-descendants in Argentina, southern Brazil, Paraguay and Uruguay, is promoting social pro-

Table 12: Number of beneficiaries with greater appreciation of their cultural heritage

Country	Men	%	Women	%	Total
Argentina	232	41%	340	59%	572
Bolivia	2,750	49%	2,881	51%	5,631
Brazil	194	26%	550	74%	744
Ecuador	155	12%	1,131	88%	1,286
Guatemala	7,228	55%	6,015	45%	13,243
Honduras	4,268	39%	6,753	61%	11,021
Panama	1,827	48%	1,990	52%	3,817
Peru	80	53%	70	47%	150
Uruguay	1,600	64%	900	36%	2,500
Venezuela	29	64%	16	36%	45
Total	18,363	47%	20,646	53%	39,009

grams among these communities through a series of pilot projects focused on program development, education, micro-enterprises, and cultural affirmation and preservation. Approximately 2,500 individuals have gained a greater appreciation of their heritage by participating in educational workshops and other events featuring Candombe music. The production of drums in micro-enterprises supported by the grantee in Paraguay and Uruguay has brought together communities from each side of the border to support and promote culture derived from Africa.

The *Instituto de Investigaciones Koskun Kalu* (Koskun) (PN-275) constructed three small community-based museums on the islands of El Porvenir and Ustupu in the indigenous territory of Comarca Kuna Yala, Panama. The museums are already serving as focal points for cultural activities and promoting cultural pride and knowledge among 400 Kunas. Surrounding communities are soliciting information from the museums to learn more about their own culture and traditions.

Grantee and beneficiary innovation and/or adaptability

As defined by the IAF, innovation is the capacity to develop creative solutions with the materials and resources available and to apply new strategies or methods that integrate traditional and modern knowledge and practices. Innovation as treated by the IAF includes all persons “benefiting” from creative solutions and new methods or techniques applied as a result of grant activities. The indicator

also includes the adoption of more effective and/or efficient strategies, methods or approaches to achieve grant objectives.

Examples follow:

The *Fundación para la Defensa de la Naturaleza* (FUDENA) (VZ-190) in Venezuela is conducting a resource management program for the benefit

of communities that make their living by extracting shellfish from two protected areas of the western coast of Falcón: Morrocoy National Park and Cuare Wildfire Refuge. As part of FUDENA’s training, a group of high school students is experimenting with new methods to raise finfish, specifically, snapper and corocoro, while another group has developed a holding tank for raising clams.

The *Rede de Informações para o Terceiro Setor* (RITS) (BR-804) is providing computers, computer instruction and Internet access to 40 nongovernmental organizations and base groups serving low-income communities in the Brazilian Northeast. Where the computers have been installed, there has been an upsurge in use by beneficiaries who have adapted so well to the new technology that they enroll in online courses, conduct computer-assisted surveys, submit bids for contracts over the Internet, pay taxes online and design Web pages.

Endeavor (UR-177) in Uruguay is creating opportunities for emerging entrepreneurs with limited access to capital, support networks or information. Those selected to participate in the program gain access to a series of formal workshops, conferences and radio and television programs, as well as informal one-on-one training and mentoring. Participants, seven thus far, feel more confident and better equipped as a result of Endeavor’s program.

Part II: Profiles of Grants Ending in FY 2004

Argentina

Grantee: Fundación Minetti (AR-322)

Addressing educational challenges through institutional strengthening

Grant amount: \$361,300

Background

Fundación Juan Minetti (Minetti) was established in 1987 by Juan Minetti, S.A., a cement manufacturer with plants in the provinces of Córdoba, Mendoza and Jujuy. Minetti supports education through an annual course series in vocational education, environmental preservation and organizational development for nonprofit organizations, and social development through programs that strengthen the capacity of nonprofit organizations to improve the neediest sectors of the community. Minetti also manages three small-grant funds. It strives to build strategic alliances with business, civil society organizations and the public sector.

In 1997, the IAF awarded Minetti a grant for *Tendiendo Puentes*, a fund for small grants to non-governmental and community organizations working to resolve problems of poverty. Originally planned for two years, the grant period was extended through the end of December 2003.

Objectives and Results

The project goal was to contribute to the educational success of children and youths in high-risk situations. *Tendiendo Puentes* was established to support projects aiming to improve production and employment, health and nutrition, nonformal education, mobilization of resources, local development and leadership training. Sub-grantees received technical assistance and training in formulating proposals for social initiatives.

The first projects awarded grants in 1998 satisfied four criteria: They (1) engaged the community in

socio-educational processes; (2) incorporated skills, attitudes and values conducive to a qualitative social change; (3) tended to occupational and employment needs; and (4) promoted nonformal education. The eight projects financed involved 76 community organizations and reached 830 direct beneficiaries. The experience of the first year taught project planners that they should concentrate funding in a specific area, and the focus became addressing the educational needs of the most underprivileged children, adolescents and youths. Proposals were accepted from applicants in the formal educational system who sought to increase active and continual community participation. While the same number of projects was financed as in 1998, the number of direct beneficiaries in 1999 increased to 11,600 and the number of community organizations fell to 36.

In the hope of establishing a cooperative relationship among community organizations and municipal schools, an agreement was formalized between Minetti and the municipality of Córdoba in 2000. It set the priority on projects proposed by nonprofit institutions whose target populations included schools in Córdoba's marginalized neighborhoods. The municipality agreed to assist with project design and development; supply technicians for the evaluation; and facilitate cooperation among school administrators, teachers and students. More than 6,000 people benefited from a total of 11 projects involving 61 schools and 52 community organizations.

The following year, Minetti renewed its commitment to projects aimed at decreasing problems with schooling (dropping out, repeating grades). Fifteen projects, eight of which worked with public schools, were financed; 7,000 individuals benefited; and a total of 137 institutions (70 schools and 67 community organizations) were involved.

At the end of 2002, Minetti staff met with leaders of another program, Infancia y Desarrollo, and they decided to join forces to create “Juntos por la Educación.” It was aimed at improving the quality of education in Córdoba by promoting the sustainability of socio-educational projects that directly targeted the problem of educational failures among poor children. The fund supported eight projects by community organizations working in marginalized urban schools through financing, training and monitoring, and it benefited more than 3,700 students, teachers and parents.

In total, *Tendiendo Puentes* reached 29,896 direct beneficiaries in marginalized areas of Córdoba and of provincial towns and rural zones. As a result of the project, children and adolescents remained in school or re-entered the educational system. Drop-out and failure rates decreased in the target communities.

Lessons Learned

Evaluations conducted throughout the grant period proved a necessary tool for fine-tuning project goals. Between the first and second year, the scope of the

project was narrowed. Once the basic goals of the project were met, an additional component was added to include working with the municipality.

Recognizing that alliances among diverse actors would yield positive results, Minetti encouraged networks of public and private institutions. The autonomy of each entity was respected, and the shared resources, information and experiences benefited all involved. The entire educational community -- teachers, technicians, authorities, parents, children and adolescents -- as well as the general public, contributed in distinct ways to the success of the project.

Due to the diverse processes of the organizations, Minetti was challenged with formulating a systematized approach to training and providing for the exchange of ideas. With the benefit of several years in which to solidify the project, Minetti succeeded in tackling additional social problems with effective strategies.

Bolivia

Grantee: Mancomunidad Héroes de la Independencia (BO-474)
Promoting community development
Grant amount: \$230,500

Background

The municipal governments of San Lorenzo, El Puente, Uriondo and Yunchará in the department of Tarija, Bolivia, had worked together to address their communities' needs through a local development program. In response to that program's termination, the *Mancomunidad de Gobiernos Municipales "Héroes de la Independencia"* (Mancomunidad) was formed. The Mancomunidad's membership includes the four municipal governments, several nongovernmental organizations also based in the department of Tarija, grassroots support organizations, and businesses supporting the member organizations' production and marketing activities. The Mancomunidad strives to increase the efficiency and effectiveness of its initiatives through joint planning and project implementation and complementary use of available resources.

The IAF awarded a three-and-a-half-year grant in 1999 for the Mancomunidad to carry out activities aimed at improving the quality of life in the four municipal areas. The *Instituto de Investigación y Capacitación Campesina* (IICCA), a nonprofit social development institution, provided technical support and contributed financially to the project. The Mancomunidad, through its member organizations, sought to strengthen its ability as a planning and coordination entity supporting economic development activities in beneficiary municipalities. Its grant agreement was amended three times, including two time extensions, and the grant ended in June 2004.

Objectives and Results

The Mancomunidad planned to establish a unit to provide technical and logistical support for its collaborative activities and local development initiatives. A team would determine the feasibility of specific projects and draft a unified operating plan. Twelve social and production projects were developed. Six projects, varying from literacy training to civic participation with a focus on gender, were financed. Funding was provided by a combination of the international public sector, private international organizations, Bolivian organizations and local NGOs. A development plan was formulated for the years 2001-2005. Three informational newsletters detailing the plan were produced and disseminated.

Several organizations joined the Mancomunidad in inter-institutional technical team meetings. Further meetings among the Mancomunidad, IICCA, *Asociación Social* and the private firm *Comercializadora y Consultora del Sur* were geared toward consolidating financial resources and project management for the Mancomunidad development plan.

A credit program, *Solidarity Capitalization Fund* (FONCASOL), was envisioned to finance the income-generating initiatives of 2,400 families. Loans would be provided to individuals and groups for craft, vegetable, fruit and livestock production and marketing. It was hoped that access to credit would enable families to increase their incomes by approximately 10 percent per year. Representing 99 communities, 3,258 people received credit as well as technical assistance with credit management and FONCASOL methods. A total of 2,850 beneficiaries experienced an increase in income of between 10 and 15 percent. In general they managed their loans satisfactorily and used them for productive initiatives.

Beneficiaries and administrators received training appropriate to their respective roles in the credit program. Approximately 145 beneficiaries attended workshops in administration, planning and evaluation. While 300 credit administrators were projected to receive training, 198 participated in training workshops in leadership and credit management. Twelve municipality-wide workshops for administrators, community leaders and grassroots members focused on leadership and credit.

Once FONCASOL was established, it became necessary to plan for its administration beyond the period of IAF's support. Several meetings were held on the municipal and zonal levels to exchange ideas and analyze proposals for the program's future. Its administrative body, *Asociación de Fortalecimiento Organizacional FONCASOL*, was formed. Official rules and regulations were completed after the close of the project.

Lessons Learned

Realizing that they could not meet their goals on their own, the members of Mancomunidad joined forces with other organizations to carry out their development plan. It was clear that good communication among the various public and private entities was essential for the success of their initiatives.

Because they felt that community priorities were being addressed by the Mancomunidad and its allies, the beneficiaries responded positively to the credit program. They were also more likely to honor credit agreements because of strong community ties.

Although the process was long and somewhat complex, laying the foundation for beneficiaries to manage the credit program became perhaps the most important task during the project.

Brazil

Grantee: Fundação Acesita para o Desenvolvimento Social (BR-772)

Building community participation in Valle del Acero

Grant amount: \$297,226

Background

Founded in 1994, *Fundação Acesita para o Desenvolvimento Social* (“Acesita”) is a philanthropic organization based in the municipality of Timoteo, Valle del Acero, in Minas Gerais. Acesita conducts programs in education, culture, community action, health and environmental education. In 1997 Acesita decided to seek outside funding, thus laying the groundwork for its proposal to the IAF. The “Valle Ciudadanía” program began in 1999 to address capacity-building and volunteerism. Through the collaborative project, involving community leaders, municipal government and corporations, among others, the grantee sought to teach regional social assistance organizations to reduce their dependence on donations. The grant agreement was amended several times, and the project was completed in 2003.

Objectives and Results

The project’s main objective was strengthening a network of social organizations to promote local development in Valle del Acero by training leaders, technicians and volunteers, and expanding mechanisms for community participation and impact on public policy. A total of 42 community organizations representing 15 municipalities participated in the project. There were three main components: (1) training in management, financial resources, program planning and monitoring, networking, and citizenship building; (2) a regional center to train volunteers to work in social organizations; and (3)

support for the production and marketing of bananas by ACOPAT, a community association of 41 families of small farmers.

The project surpassed its initial goals in training. It was expected to benefit 180 people but had a total of 901 beneficiaries of whom 632 were women and 269 were men (of these, 353 women and 180 men applied their knowledge and skills). Among the 15,421 people (versus the 4,095 originally projected) who benefited from the knowledge and skills attained were children, adolescents, disabled people, poor families and drug addicts.

With its social development component, the grantee aimed to expand services through training and the creation of a volunteer center. Through a series of seminars, 180 low-income base group leaders from different organizations would increase their financial, managerial and programmatic capacity. It was hoped that course participants would then disseminate the training information throughout the region. The creation of a database and volunteer center, managed by the public, private and civil society sectors, would enable these leaders to maximize community resources. Although this component did not have quantitative goals at the outset, 79 youth and 168 adults participated in volunteer activities. In addition to creating support mechanisms for future volunteer efforts, nine events were organized for the general public to donate toys, school materials and winter clothing.

The third project component, with a focus on increasing the banana yield an additional 5,130 kilograms per month and increasing candy production, did not achieve desired results, representing a three-fold increase in production. The candy processing plant was modernized and received new equipment, improving technical and sanitary conditions. Through 300 hours of training, 41 families would learn to operate it, standardizing production. However, lack of organization and manpower pre-

vented any increase in output. Although the plant planned to hire 12 new people, no new jobs were created. In fact, only three of the six existing jobs were retained. Likewise, banana production remained the same even though a 300 percent growth had been anticipated. The grantee had hoped to achieve a 200 percent increase in income for 41 families but the income levels remained unchanged. In addition, by the end of the project only 10 families were members of ACOPAT, a significant reduction.

Lessons Learned

An extensive study of the participating institutions and beneficiaries is required to plan activities suited to their goals. From the beginning, organizations should have clear objectives as well as the methods and tools to implement and achieve positive results. If the beneficiary organizations had participated in the planning stage, success would have been more likely due to shared responsibility. Additionally, a project of this magnitude would have benefited from at least five years of planning.

Because the project involved organizations spread throughout a wide geographic region, difficulties were encountered with regard to participation and monitoring of project activities. Project administrators stressed the importance of a regular flow of information for appropriate adjustments and revisions to the overall project. It was also noted that rural organization activities should be approached differently than those in an urban setting.

By the end of the project, some of the participating organizations demonstrated their appreciation for working with other groups by disseminating acquired knowledge to other base groups in the region. True to the project's goals, the importance of volunteerism was underscored by the formation of new relationships between volunteers and associations.

Dominican Republic

Grantee: Sociedad Ecológica del Cibao, Inc. (DR-310)

Undertaking environmental initiatives

Grant amount: \$283,639

Background

The *Sociedad Ecológica del Cibao Inc.* (SOECI) is a regional nonprofit environmental conservation association whose mission is to improve the quality of life, protect the environment and promote sustainable development in the province of Cibao. SOECI has successfully implemented programs in the conservation and management of a protected forest area, agro-forestry projects, studies and research on environmental problems, and education and community outreach in urban Santiago, a city located approximately 60 miles north of Santo Domingo.

In 1999, the IAF awarded a four-year grant to SOECI for an integrated urban-rural environmental and education project that would create community-government alliances in the design and implementation of projects. The grantee aimed to improve living conditions for more than 76,000 residents in Santiago and its environs.

Objectives and Results

The educational component of the project was geared toward long-term results such as improved knowledge about, and altered practices in, sanitation. With community groups, local schools and business SOECI planned to carry out over 400 educational activities in environmental issues. By project's end, SOECI surpassed its goal by over 220. Opportunities for training were presented in a variety of forms such as courses, fora, camps, and documentaries. Topics included organic fertilizer production, soil conservation, deforestation, solid

waste management by the community, and leadership development.

The grantee, in conjunction with two large and 15 small businesses, conducted 21 evaluation studies in environmental contamination. Five impact studies were performed in different communities. Educational posters, pamphlets and flyers were produced for dissemination.

Representatives of community and neighborhood groups, businesses, and local governments joined to form five community leadership councils with five to seven members each. Council members also participated in project activities. For example, a council member would work with a noted community farmer to create a demonstration plot. The plot would serve as a teaching tool for other farmers who observed its success and were motivated to achieve similar results. Visitors also learned about the area's resources by observing the plots.

Another component of the project focused on Cañada Gurabo, a poor migrant community on the northern edge of Santiago. The plan entailed building an effluent transport system and treatment plants. With the participation and financing of the municipal government, plans were also made to eliminate 10 community dumps so that new, safer dumps and collection facilities could be created and regular collection services implemented. A total of 35 community dumps were eliminated. Collection services to the 45,000 people in the project area increased from 30 to 100 percent. There was also a reduction in vector-based disease for the 250 families living closest to the dumps.

Other project activities included installing residual water collectors, cleaning septic tanks and repairing roads and bridges.

Lessons Learned

Tackling environmental problems requires the active participation of diverse governmental, private sector and community-based groups. Project administrators realized that such multi-sector and inter-institutional collaborations posed challenges but at the same time helped to bring environmental issues to the forefront of various institutions.

A meeting was held among community leaders, SOECI leadership and project technicians at the end of the grant period to discuss the impact of the project during its three years. Participants agreed that while the project established a strong foundation for environmental awareness, it was important to use the skills and knowledge obtained to continue addressing those issues in the future.

Ecuador

Grantee: Camari, Sistema Solidario de Comercialización del FEPP (EC-382)

Expanding the market for small-scale producers

Grant amount: \$300,000

Background

Since 1970, the *Fondo Ecuatoriano Populorum Progressio* (FEPP), a private institution funded by the Ecuadorian Episcopal Conference, has supported small Ecuadorian producers with credit, instruction and technical assistance. The *Sistema Solidario de Comercialización del FEPP* (Solidarity Marketing System of FEPP), also known as *CAMARI*, Quichua for pleasure or gift, was organized in 1981 as a nation-wide marketing service for the products of grassroots organizations receiving support from FEPP. Today, *CAMARI* operates sales outlets in three cities, a warehouse for packaging and storage, and a wholesale marketing service to promote international sales.

When *CAMARI* came to the attention of the IAF, the Ecuador economy had been seriously suffering for several years. In 2000, a national financial and banking crisis had resulted in the freezing of accounts throughout Ecuador and later the adoption of the U.S. dollar as the new currency. These large-scale economic woes hit everyone hard but seemed to most severely affect the large majority struggling to overcome poverty. For these people, economic difficulties became just one more shockingly clear reason to distrust Ecuadorian institutions and leaders. *CAMARI* also suffered in this crisis, with its purchasing fund drastically reduced. Although it managed to recuperate somewhat by 2001, it could not recover enough to meet the demands of its beneficiary organizations. The combination of these

factors led to Camari's decision to seek assistance from outside sources.

In 2002, the IAF awarded *CAMARI* a two-year grant through which *CAMARI* would increase its wholesaling capabilities and identify new market opportunities to help increase the income of small-scale artisans and farmers throughout Ecuador.¹ The objective was to assist producers reaching markets which traditionally had been inaccessible, thus enabling them to increase their income by an average of 17 percent. The grantee sought to benefit approximately 50,000 small-scale farmers and artisans, predominately women, organized into 140 grassroots organizations throughout the country. The project would include training and technical assistance to improve the quality and handling of the beneficiaries' production and their ability to use new marketing channels, such as the Internet.

Activities and Results

Activities planned were geared toward improving market access, enhancing the quality and variety of products offered by the local organizations, expanding the number of local organizations receiving services and introducing new marketing tools to broaden the demand for the beneficiaries' products. The goal of expanding the market was to allow producers to offer their products where consumers routinely shop, instead of being limited to specialty stores. Emphasis would be on developing new products or improving established products in order to compete in the international market. Additionally, new grassroots groups would be contacted, evaluated and invited to partner with *CAMARI* in marketing their products.

CAMARI also sought to increase its purchasing fund, thus enabling it to acquire the volume and

³ Camari received a grant (EC-279) from the IAF in 1991 to expand its services.

variety of products to be marketed and to respond quickly to changing demand patterns.

Before this project began, 75 grassroots and 18 second-tier supplier organizations were working with CAMARI. By the end of the project, these numbers had increased to 143 grassroots and 29 second-tier supplier organizations. The number of individual beneficiaries increased 115 percent, surpassing the project goals by 50 percent. The purchasing fund increased by 56 percent, with a 47 percent increase in sales. More specifically, agricultural products increased in sales, both nationally and internationally, as a result of project activities. Artisan products, however, were not as successful; a strong dollar made Ecuadorian products less competitive in neighboring countries. Artisan product sales dropped 28 percent during the project.

Training events in the form of workshops, short courses, field demonstrations, hands-on practices, neighbor-to-neighbor exchanges and on-site technical assistance were held in 22 organizations, 13 of them on general topics and nine on specific topics. Thirteen producer groups were trained in accounting systems which continue to be used.

CAMARI also planned to renovate and expand its processing and storage facility in Quevedo to serve a larger beneficiary population. While the facilities and equipment were updated to meet the standards required to preserve and store regional agricultural products, the purchases made for the Quevedo facility represented only 12 percent of the project's goals. Therefore, at the end of the project administrators were deciding whether to rent the facility to

other regional organizations or sell the unit and use the profits to increase operating funds.

CAMARI purchased digital photography equipment and computers for 13 regional organizations in order to develop catalogs and display products to potential buyers through the Internet. Fourteen electronic catalogs were introduced on *CAMARI's* Web site and 13 organizations of small-scale producers were able maintain and update their own catalogs.

Lessons Learned

A change in attitude was necessary for small-scale producers in Ecuador to have the best chance at promoting and selling their products. Alternative commerce was meant to encourage artisans and farmers to shift to more active roles and give them a stronger voice in managing the marketing process. It became clear throughout the project that continual improvement of products already on the market, as well as development of new products, would enable beneficiary producers to continue competing in expanding markets.

Marketing products online was a lesson learned by producers in terms of maximizing available resources. With additional support and technical assistance from the Multilateral Investment Fund of the Inter-American Development Bank, electronic commerce became a key element in this project's success.

Guatemala

Grantee: Asociación de Desarrollo Integral Tíneco (GT-255)

Fostering rural community development

Grant amount: \$145,015

Background

The indigenous Mam population inhabits the San Martín Sacatepéquez municipality in the department of Quetzaltenango. Compared with other ethnic groups in the country, the Mam have one of the highest levels of illiteracy at 45 percent. The *Asociación de Desarrollo Integral Tíneco* (ADIT) is a second-level grassroots membership organization comprised of community development associations and their members (primarily small-scale farmers and artisans) from communities in San Martín Sacatepéquez. Founded in 1991, ADIT's main objective is to improve living conditions through training, small loans, literacy, and project development in small-business management, community organization, agriculture and health.

In 1999 the IAF awarded a three-year grant to ADIT to improve living standards and organizational capacity in 26 communities of San Martín Sacatepéquez. ADIT planned to provide small loans and offer training for its members, and collaborate with the municipal government to plan, mobilize resources and implement community infrastructure projects. It was hoped that project activities would increase local production and income, improve health and education levels, and make community organizations stronger and better equipped to collaborate on local development initiatives. The grant was amended four times and ended in November of 2003.

Objectives and Results

ADIT planned to train approximately 700 low-income men and women by organizing about 30

training workshops on various topics. The training component was somewhat hampered by difficulties such as low academic levels, a lack of importance given by some of the participants to the classes, scheduling conflicts and drop-outs. Despite those obstacles, about 500 people participated in training on credit management, agriculture, manufacturing, literacy and health. ADIT's strategy included training local leaders to continue educational work in their communities after the project's end.

Another component of the project focused on providing loans to small enterprises and community banks for income-generating activities. Approximately 700 individuals, mostly low-income indigenous men and women organized in community and solidarity banks, were projected to receive loans from ADIT. While project administrators encountered some resistance to change --participants who may have received gifts in the past had to adjust to the concept of credit-- a total of 751 loans were extended, mainly for agricultural production. Participants were also encouraged to develop the habit of saving money. Although additional technical assistance would have improved the credit program by providing follow-up for the beneficiaries, the financial capital generated through savings and revolving funds allowed the credit activities to continue.

ADIT had previously worked with the branch of the national Ministry of Education responsible for literacy training, CONALFA, to form 25 community literacy organizations. Interestingly, this collaboration was considered a limiting factor as the methods used by CONALFA were not suitable for the beneficiary population in terms of content and period. However, in order to be properly accredited by the Ministry, the literacy programs were required to follow the CONALFA work plan. In all, 202 men and 562 women benefited from literacy training in Mam and in Spanish.

ADIT achieved the goal of increasing its membership from 416 to 1,116 people. By the end of the project, 75 work groups were distributed throughout 24 communities.

Lessons Learned

ADIT learned that outside factors can sometimes deter the completion of project goals. For example, the electoral process interfered with some project activities since municipalities in general dedicated their efforts to local political campaigns. There was also no guarantee that the winning party would fulfill promises made by the outgoing mayor.

Realizing that civil society should participate in the design of plans and development policies in accordance with the needs of the communities, ADIT successfully built a relationship with the San Martín Sacatepéquez municipality. The alliance was enough to attract the interest of the San Miguel Aguacatan municipality in the department of Huehuetenango, which approached the grantee to observe its achievements.

Honduras

Grantee: Fundación Hondureña para la Protección y Conservación de Cayos Cochinos (HO-228)

Improving conservation in the Cayos Cochinos Biological Reserve

Grant amount: \$303,000

Background

Located approximately 10 kilometers from the north coast of Honduras, the Cayos Cochinos encompass two small forested islands and 12 sand keys, as well as surrounding coral reefs, seagrass beds and other underwater habitats. In 1993 a team of business leaders concerned with the conservation of the Honduran coast and its wildlife, together with the Swiss conservation foundation AVINA, formed the *Fundación Hondureña para la Protección y Conservación de Cayos Cochinos* (FHCC), a nonprofit environmental foundation.

FHCC successfully lobbied the Honduran government to obtain protection for the islands and in November 1993 the Cayos Cochinos and its surrounding areas -- embracing 460 square kilometers -- were legally recognized as a biological reserve. FHCC's objective is to preserve the Cayos Cochinos Biological Reserve through overseeing scientific research, working in collaboration with government and other entities to develop and carry out a management plan for the Reserve, and supporting community development in and around the Reserve.

In August of 1998, the IAF awarded a grant to FHCC to improve the sustainable preservation of the Reserve by addressing the development needs of the six communities that have traditionally lived and fished there. Hurricane Mitch struck in October 1998 with devastating effects throughout Central America, including Cayos Cochinos. As a result,

the initial phase of the project was delayed. The grant was amended twice and ended in 2003.

Objectives and Results

FHCC worked with the communities to assess their priorities, memorializing the outcome with signed agreements. Community projects and training would focus on income-generation, fish marketing, organization, project management, fisheries and environmental management, health services (including emergency first-aid), sanitation, communications, navigation and other areas identified. FHCC anticipated that activities would improve the education, health, and income of the estimated 500 community residents as well as strengthen the natural resource base of the Cochinos Reserve. By addressing local development needs and involving surrounding communities in the management of the Cayos Cochinos, the project would contribute to the social and ecological sustainability of the Reserve.

Systems for drinking water were constructed and/or strengthened in three Cayos Cochinos communities and four dry land communities, benefiting more than 6,000 people. Six communities around the Reserve benefited from the installation of radio communication networks, implementation of solid waste treatment systems and production of organic fertilizer. An estimated 6,000 men, women and children participated in environmental educational activities related to use of the Reserve's natural resources. The project also supported the construction of 42 housing units in one of the communities. Health fairs were held four times per year for the duration of the project.

Community leaders participated in training programs and shared their experiences in national and international settings. A new committee of grassroots development organizations included leaders from the six Cayos Cochinos communities. Another

accomplishment was the formation and strengthening of partnership for community development and resource conservation initiatives.

Lessons Learned

Because the beneficiary communities use the Reserve's natural resources, FHCC learned that it was important to find a link between conservation and community development. FHCC's training and education focused on those areas. Working with the communities on planning ensured the project's overall effectiveness.

The strategic alliances formed were instrumental in expanding project goals, resulting in meeting expectations in conservation, sanitation and community development. The project served as an example of private sector investment in sustainable community development which could be replicated elsewhere.

Mexico

Grantee: La Asociación Civil Centro de Estudios para el Desarrollo Rural-Promoción y Desarrollo Social, A.C. (ME-430)

Strengthening the role of women in business in the indigenous communities of the Sierra Norte of Puebla

Grant amount: \$194,010

Background

The *Asociación Civil Centro de Estudios para el Desarrollo Rural-Promoción y Desarrollo Social, A.C.* (CESDER) is a nongovernmental organization that works with the indigenous community of the Sierra Norte of Puebla. CESDER's objective is to improve the standard of living of predominately Nahuatl people through training and technical assistance for productive and income generating activities. Among CESDER's efforts to support micro-enterprises has been the creation of a credit fund, known as *Tapeleuij*.

Over the course of a three-year collaboration with women's organizations in the Zautla and Ixtacamaxtitlán regions, CESDER learned about the sometimes harsh realities faced by women in business. Noted was the lack of the following: financial resources; experience in managing those resources (for fear of not being able to pay debts); technical training to improve production quality; efficient production processes; access to innovative technology; understanding of relevant gender issues; and experience in negotiating with potential clients. CESDER proposed a project to improve the standard of living of some 3,000 people by extending credit, training and marketing assistance to 1,500 Nahuatl women. The three-year grant awarded in 1999 was amended five times at no cost and the project ended in February 2004.

Objectives and Results

The main objective was to train women to establish and run businesses, and ensure their sustainability, and increase the participation of women in development. Specifically, CESDER planned to establish two lines of credit through *Tapeleuij* supporting the advancement of women micro-entrepreneurs in the form of investment capital for start-up micro-enterprises and working capital for existing enterprises. CESDER also planned to provide technical training in management for micro-entrepreneurs through formal courses as well as individual, enterprise-specific instruction based on needs identified by the beneficiary. CESDER planned to develop a formal marketing strategy for all microcredit beneficiaries, including an analysis of sales possibilities in the regional, national and international marketplace. The marketing specialists would identify, develop and manage locations for the loan beneficiaries' products.

A total of 46 regional micro-enterprises, 64 percent of the membership, received loans from *Tapaleuij*. By the end of the project, 378 individuals (56 percent of them women), divided into 24 groups, participated in the program of community banks begun in 2000. The credit program met with some difficulties with loan repayment during its second year. A possible explanation is that CESDER provided grants, in addition to loans (through *Tapaleuij*), and that beneficiaries could not easily distinguish between the two. CESDER worked on strategies for increasing the rate of repayment, and by the end of the project improvement was noted.

Among the most significant results of the project was the creation of two cooperatives: *Tozapan Pankizaske*, comprised of 11 microenterprises in diverse fields, and *Nuevo Amanecer*, a grouping of 21 community banks. The former focused its efforts on marketing, in addition to technical and manage-

ment training. The *Tozepan Pankizaske* cooperative proved sustainable and continued to become stronger. Its small size was ideal for following each participant closely and monitoring progress. The main interest of the cooperative members was an increase in sales. This did not happen during the grant period, but members will continue their efforts in the future. Nonfinancial benefits reported include the experience gained by the workers, the formation of solid work teams, the creation of the credit fund, and CESDER's support. While there were several staff changes near the beginning of the project, by the last two and a half years personnel, mostly local with strong ties to the community, had stabilized, strengthening the program.

Nuevo Amanecer concentrated its efforts on one industry: pottery-making. CESDER planned to oversee *Nuevo Amanecer's* general operation, with the understanding that the cooperative would gradually operate completely independently. Members of the community banks were encouraged to include women in management positions. The women members, in addition, were required to participate in training on gender issues. *Nuevo Amanecer's* advantage over *Tozepan Pankizaske* was that it had only one "product" (community banks) with a single focus (pottery-making). This made measuring results easier, even though the cooperative was formed near the end of the project and long-range results were yet to be determined.

Originally a component of CESDER, the marketing program eventually became a separate micro-enterprise and a member of the *Tozepan Pankizaske* cooperative. By the end of the project, 17 micro-enterprises were receiving some form of assistance in training, credit and/or marketing. It was hoped that in the future the micro-enterprises would have the ability to pay for marketing services. In addition, 27 sales locations were created in seven regions. There were some difficulties associated with product selection. For example, the marketing program chose to support production and consumption of amaranth, a highly nutritious plant, although the average consumer preferred less expensive alternatives. Nonetheless, CESDER continued to make efforts to promote the consumption of amaranth because of its nutritional benefits.

Lessons Learned

Project planners learned that it was important to take into account the realities of their beneficiaries. They should be flexible and revise project goals, if necessary. For example, the credit fund initially was intended to provide loans to women only. However, men managed to obtain the funds borrowed by women who remained responsible for repayment. Ultimately this arrangement did not improve the condition of the woman in the family, so the credit program was adjusted to include both men and women as borrowers.

By monitoring the participating groups closely, CESDER provided guidance through difficult situations. It was anticipated that the members of the cooperatives would acquire the skills necessary to gradually take over the operation. CESDER also sought the participation of youths in the region, a wise strategy considering their strong presence in the community and interest in the future success of the project.

Gender-specific results were best described in broad terms. Gradual changes were observed, such as women's participation, which was previously nonexistent, and their increased decision-making. CESDER acknowledged that much work still needed to be done. Holding open discussions on gender issues between men and women was considered a step toward strengthening women's roles in business.

Nicaragua

Grantee: Sociedad de Servicios Integrales para el Desarrollo Rural “Espino Blanco” y Compañía Limitada (NC-230)

Helping rural communities recover from a natural disaster

Grant amount: \$353,550

Background

Established in 1996, the *Sociedad de Servicios Integrales para el Desarrollo Rural “Espino Blanco” y Compañía Limitada* (Espino Blanco) works to support economic and social development in western Nicaragua. After Hurricane Mitch wreaked havoc throughout Central America in 1998, Espino Blanco responded by formulating long-term solutions. In March 2000, the IAF awarded Espino Blanco a four-year grant to enable the people of the department of León to recover from the hurricane by strengthening community organizations, improving environmental conditions, and creating and administering a small loan fund in collaboration with the municipal governments of Telica, La Paz Centro, Nagarote and León. The fund was intended to provide credit, technical assistance, and training to rural participants for both new and established rural micro-enterprises, directly benefiting more than 8,000 individuals and indirectly benefiting 30,000.

Objectives and Results

Espino Blanco formulated a multi-layered plan to accomplish its objectives. Technical teams would be formed for institutional coordination and alliance building. A credit and social investment fund would promote and support production and conservation activities in direct response to the hurricane. Potential beneficiaries would be identified and low-income entrepreneurs informed of the fund. The plan included small loans to approxi-

mately 500 beneficiaries per year over three years, to enable them to strengthen or launch their enterprises (in agriculture and other production, marketing, and services) and to improve their living conditions through better income and housing. Credit recipients would be provided at least 50 training sessions on various topics. Ongoing evaluations of the credit program would measure its impact.

A technical team was created in each of the four municipalities and 50 coordination meetings were held, distributed among the target communities. Ten social investment projects resulted from the technical teams' work. Throughout the course of the project, 1,647 loans were awarded to individuals and groups representing 1,779 micro-enterprises. The communities, municipal governments and other entities contributed to the social investment fund. At the close of the project, 506 active credit clients remained, dispersed throughout the four municipalities in economic sectors such as agriculture, service and housing improvement. The value of the fund increased 40 percent over the four years of the grant.

Among the activities conducted were the construction of new homes, installation of home electrical systems and telephone service, and roof repairs. The high demand for such improvements led to the creation of new jobs. In addition, jobs were preserved due to the credit extended to carpentry shops, bakeries, manufacturers of leather goods, and to service activities such as car-washes and transportation. Another benefit of the credit component was an increase in earnings for the micro-enterprises.

Community organization, soil and water conservation, and animal health were some of the topics of the training classes provided to 3,484 men and women. Variety was important in order to reach as many beneficiaries as possible.

In addition to alliances with the municipal governments of León, Telica, La Paz Centro and Nagarote, relationships were formed with other government and educational entities, such as the *Ministerio Agropecuario y Forestal* and the *Universidad Nacional Autónoma de Nicaragua*.

Lessons Learned

The formation of strategic alliances was a noteworthy accomplishment because rather than providing short-term solutions to the effects of the natural disaster, the different actors were likely to continue working together for the future benefit of the entire region. In Nagarote, for example, Espino Blanco became a member of the municipality's development committee, signaling its active participation in local development.

The social investment fund, consisting of resources from local government, the communities and other donors, assisted the target beneficiaries in resolving problems of highest priority to them. Rural residents received more than half of these resources (53 percent) because they had suffered disproportionately from the devastating effects of the hurricane.

Peru

Grantee: Instituto Promoción y Desarrollo Agrario (PU-508)

Supporting Agricultural Production in Jicamarca

Grant amount: \$284,800

Background

Established in 1991, the *Instituto Promoción y Desarrollo Agrario* (IPDA) is a sector-specific non-governmental organization specializing in agriculture and based in Lima, Peru. IPDA's objective is to implement agricultural development projects that help poor people solve their economic and social problems. Since its inception, IPDA has managed numerous agricultural and reforestation projects funded by Peruvian and international development agencies.

IPDA has received two grants from the IAF. The first, a two-year grant in 1999 to help 1,000 families in the *Cono Sur*, on the southern outskirts of Lima, convert unused wasteland into arable land on which to grow crops for the surrounding communities, and to teach the people how to breed and raise small animals for food. The second was a two-year grant awarded in 2001 to expand the market and increase the value of the local crops. The latter was extended an additional six months. Both projects focused on the farming community of Jicamarca.

Objectives and Results

The first project successfully consolidated a process for breeding and raising *cuyes*, or guinea pigs, and black-belly sheep, and developed a plan for putting available lands belonging to the community recreational center to productive use.

The broad objective of the second project was to help increase salaries for the beneficiaries and to strengthen the marketing of the crops produced dur-

ing the first project. It was hoped that the construction and operation of a fresh vegetable and meat processing plant in the Jicamarca community would lead to achievement of the project's goals, which included the creation of 10 full-time jobs and improvement of sanitary conditions of the produce for market and community kitchens. The project was divided into three functional categories: production, marketing, and technical assistance and training.

The grantee sold 200 guinea pigs per month to the company "The Green Farmer" for export. Additional clients included area restaurants, which bought a minimum 480 *cuyes* per month. At its peak, the project had close to 4,000 animals; at the end of the project, however, there were about 1,500 animals due to the unavailability of water for the pastures. Farmers benefited from the unexpected increase in demand for *cuyes*. By the end of the project, the community was involved in the certification process for exporting the *cuyes* directly.

In the first two semesters of the project, 21 new jobs were created. Four individuals whose salaries were paid by the community worked full-time on the project. Because of the success of the project, they received raises in the third semester.

Specialized training was provided in agricultural topics related to the project, such as raising small animals (especially *cuyes*) and processing products including nectar and jelly. Individuals were also trained in techniques for marketing their products. The operators of the community kitchens were trained in food preparation.

Lessons Learned

The willingness of various outside entities to contribute to the project was an indication of its strength. In addition to the IAF, two Peruvian companies collaborated by providing financial

resources to support guinea pig production. Additionally, a Peruvian agricultural institution donated 20 male *cuyes* to improve the breed.

A Peruvian NGO studied the IPDA project and its focus on overcoming poverty through agriculture. The results of the study created the incentive for new projects that replicated IPDA's strategy in other parts of Lima's eastern cone. It was hoped that new projects would commence in the months following dissemination of the study's findings.

Due to the success of the two projects, IPDA has planned for a third project which would convert the processing center into a focal point for production in Lima's eastern zone. The lessons from the two projects provide valuable resources for future endeavors.

Venezuela

Grantee: Equipo de Formación, Información y Publicaciones (VZ-182)

Supporting Youth Employment Initiatives

Grant amount: \$100,000

Background

Equipo de Formación, Información y Publicaciones (EFIP) is a private, nongovernmental organization founded in 1972 by a small team of young adults interested in responding to the growing need for employment and educational services among the urban youth of Venezuela. EFIP has focused on providing youths with information and training in education, community development and employment through a series of integrated programs over the last 20 years. The IAF awarded EFIP a three-year grant in 2001 to improve the standard of living of approximately 450 low-income youths in the municipality of San Francisco de Zulia through job training and placement in a variety of trades.

Objectives and Results

Candidates for the project were selected based on the results of a thorough interview and entrance examination. Because applicants outnumbered available slots, EFIP designed the selection process to select those most likely to succeed in the program. A total of 458 youths between the ages of 15 and 25 representing 53 poor communities of San Francisco participated in the project, which consisted of three main components: training, apprenticeships and family support groups.

The training programs were designed to raise each of the participating youths to a level that would ensure overall success in the program and in future employment. A total of 96 hours of remedial academic classes were taught in reading, writing and mathematics, based on the individual results of the

entrance examination. Another 96 hours of classes were related to self-esteem, alcoholism, workers' rights and conflict resolution. The grantee also planned workshops in the basic skills necessary to work in highly employable trades. More than 700 hours of training were provided in six specialties including carpentry and air-conditioner repair, with the greatest enrollment in metal work and automobile repair.

The building of alliances with micro-entrepreneurs and workshop owners in San Francisco was fundamental in guaranteeing the youths' successful entrance into the job market. EFIP planned to work with a network of 150 local micro-entrepreneurs who would offer the youths practical experience in their chosen trades. The apprenticeship would also serve to encourage a professional mentor and a direct link to the future line of work. To further support this goal, and facilitate their interaction with the apprentices, EFIP would provide training in mentoring to the participating micro-entrepreneurs. More than 300 micro-entrepreneurs and workshop owners were contacted or visited during the course of the project. An average of 50 per year maintained active roles with EFIP. About 100 of them took on the role of trade instructors. On-site visits were the most effective way for youths to learn skills for their trade; 9,160 such visits took place over the life of the project.

Certain portions of the apprenticeship program encountered obstacles. EFIP planned to create meeting spaces to facilitate the encounters between apprentice and mentor. Additionally, an informational bulletin published for micro-entrepreneurs would be meant to serve as a forum for discussing common areas of interest and disseminating project activities. Competing priorities for the businesses, however, hampered progress and the meeting spaces all but disappeared. The economic downturn and political unrest that plagued Venezuela during project period reduced work and personnel for

micro-enterprises and workshops, sometimes resulting in a complete shutdown. Nonetheless, the project was successful in providing the youths with the necessary skills to enter the job market.

Other activities were conducted throughout the project to improve access to jobs. In conjunction with other organizations, several events were held to celebrate Labor Day; 300 current, prospective and former project participants attended each year.

In keeping with its belief that a stable home environment is critical to the youths' success, EFIP worked to win family support and to improve conditions at home. Family support groups communicated via telephone, meetings and individual conversations to deal with issues related to the development and stability of the participating youths. A total of 75 family support meetings were held among 25 youth groups. Each group held an initial meeting to establish relationships and responsibilities, with intermediary and final meetings to evaluate the training process. EFIP also organized fundraising events with the family support groups.

Family members and friends reported several changes in the participating youths, attributable to the project's activities. They noted improved communication skills and relationships with others, as well as positive attitudes. Such changes were confirmed with EFIP personnel who described the youths as quiet, timid and not particularly communicative at the beginning of the project, and more self-confident and motivated to succeed at the end.

Lessons Learned

A visit to four metal work micro-enterprises that employed youths trained through the EFIP project provided insight from the perspectives of the businesses, youths and project planners. The employers were satisfied with the youths' job performance and expressed the need to include more youths. Because micro-entrepreneurs provided hands-on training, project administrators were able to channel resources to other activities.

The participating youths expressed their gratitude toward EFIP. Fifty per cent of them maintained their employment or were successfully involved in another industry because of the training that EFIP provided. EFIP and different governmental, regional, municipal, neighborhood and business groups formed important relationships with each other that ultimately benefited the targeted beneficiaries. For example, ties with business owners allowed youths to enter the job market successfully. Community organizations supported the project activities by referring youths to EFIP and established contacts with the participating micro-entrepreneurs and workshop owners. Throughout the project the communities represented by the youths progressively understood that the problem of youth unemployment affected not only individuals but the public in general.

Due to the diversity in levels of instruction and among the youths themselves, it was important to be flexible and to be aware that some youths simply had not been previously exposed to a culture of work. Project administrators realized they had to tailor classroom teaching methods to prevent youth from leaving the program.

Another lesson learned was that one person's growth can make an impact on a larger group. The youths who participated in the project benefited individually from training that allowed them to enter the job market. The wages provided by the micro-entrepreneurs and workshop owners, together with a stipend provided by EFIP for transportation, food and other costs, allowed the youths to contribute to their families as they never had before. The entire family unit benefited from not only the financial rewards but also from the shift in attitudes and life goals. EFIP expected to replicate the model in other parts of Venezuela, addressing the youth employment issue on a much broader scale.

Appendix A - IAF New and Supplemental Grants in FY 2004

In FY 2004, the IAF awarded 54 new and 34 supplemental grants (see Table A1) worth a grand total of \$12.6 million.⁴ New and supplemental grants to NGOs and base groups were categorized in seven program areas: agriculture/food production, business development/management, education/training, community services (housing), ecodevelopment, cultural expression, and research and dissemination.

Table A1: FY 2004 new and supplemental grants by program area (excluding RedEAmérica)

Program areas	New grants	Supplements	Combined amount (in\$ 000s)
Business development/management	20	4	4,332
Education/training	16	11	3,423
Agriculture/food production	12	16	3,383
Research and dissemination	3	2	681
Cultural expression	2	-	578
Community services (housing)	1	-	155
Ecodevelopment	-	1	40
Total	54	34	12,592

Table A2: New grants awarded in FY 2004 (excluding RedEAmérica)

Country	Number of new Grants	Amount (in \$ 000s)	Percentage of Funding
Argentina	6	762	6.0
Bolivia	5	1,106	8.8
Brazil	4	585	4.6
Chile	1	150	1.2
Ecuador	3	742	5.9
El Salvador	2	700	5.6
Guatemala	3	513	4.1
Mexico	8	2,299	18.3
Nicaragua	6	1,134	9.0
Panama	3	709	5.6
Paraguay	1	127	1.0
Peru	7	1,179	9.4
Venezuela	1	120	1.0
Regional grant	4	517	4.1
Total	54	10,643	84.6

⁴ Excludes new grants and supplements awarded under the RedEAmérica initiative covered in Appendix B.

Appendix B - Cooperative Agreements: RedEAmérica

In addition to its traditional program of grants to NGOs and grassroots groups, the IAF funds the Inter-American Network of Corporate Foundations and Actions for Grassroots Development (RedEAmérica), a network of corporate foundations and corporations dedicated to people-centered grassroots development as the keystone for a poverty-reduction movement in the Americas. Created in September 2002 with 25 members in 12 countries, RedEAmérica grew to 35 members in FY 2003 then to 52 members in FY 2004.

FY 2004 funding was channeled through six bilateral three-year cooperative agreements and six amendments. These included amendments to the agreements with Fundación Corona of Colombia and Fundación Minetti of Argentina, for training and learning programs identifying best practices for supporting community organizations, standardizing indicators and budgets, and developing the training capability of RedEAmérica. Ten exchanges involving 19 member foundations resulted in understanding among members.

A series of studies and workshops resulted in a definition of grassroots development, along with its key principals, methods, applications and guides for supporting community organizations, standardizing project budgets and results measurement and reporting. All are ready for application in 2005.

Five new bilateral agreements, in Brazil, Colombia and Uruguay contributed to promoting grassroots development through the establishment of sub-grant funds, equally financed by the IAF and the respective corporate foundation, in order to channel small grants or loans to community organizations. In most of these cases, IAF funding is successfully encouraging member foundations to incorporate grassroots development and this type of funding strategy to their work with communities.

Four amendments, in Chile, Ecuador, Mexico and Uruguay, contributed to the expansion of the capability of member foundations to continue offering donations or loans to community organizations in

Table B: FY 2004 new and supplemental RedEAmérica cooperative agreements

Country	New grants	Supplements	Combined amount (in\$ 000s)
Argentina	-	1	231
Brazil	2	-	137
Chile	-	1	70
Colombia	2	1	660
Ecuador	-	1	225
Mexico	-	1	117
Uruguay	1	1	84
Venezuela	1	-	147
Total	6	6	1,671

the Alto Bio-Bio, in Chile's Region VIII, the provinces of Loja, Imbabura, Pastaza and Pichincha in Ecuador and in all the regions in Mexico and Uruguay.

Appendix C — Selected Additional Tables

Table C1 - Number of beneficiaries reporting better living conditions by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	234	41%	339	59%	573
Bolivia	11,058	48%	11,818	52%	22,876
Brazil	2,116	48%	2,293	52%	4,409
Ecuador	8,482	45%	10,324	55%	18,806
El Salvador	1,979	50%	1,956	50%	3,935
Guatemala	19,635	45%	23,554	55%	43,189
Haiti	300	60%	200	40%	500
Honduras	8,207	37%	14,159	63%	22,366
Latin America	530	51%	500	49%	1,030
Mexico	4,544	51%	4,287	49%	8,831
Nicaragua	3,013	52%	2,782	48%	5,795
Panama	1,199	53%	1,053	47%	2,252
Peru	2,633	50%	2,647	50%	5,280
Venezuela	16,520	50%	16,599	50%	33,119
Total	80,450	47%	92,511	53%	172,961

Table C2 - Number of beneficiaries with dietary improvements by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	424	42%	596	58%	1,020
Bolivia	550	50%	550	50%	1,100
Brazil	950	45%	1,151	55%	2,101
Ecuador	350	51%	333	49%	683
El Salvador	175	66%	89	34%	264
Guatemala	1,673	45%	2,022	55%	3,695
Honduras	2,194	52%	2,035	48%	4,229
Mexico	777	45%	955	55%	1,732
Nicaragua	1,445	49%	1,510	51%	2,955
Panama	395	44%	512	56%	907
Peru	234	38%	381	62%	615
Venezuela	77	84%	15	16%	92
Total	9,244	48%	10,149	52%	19,393

Table C3 - Number of beneficiaries receiving medical attention by sex and country, FY2004					
Country	Men	%	Women	%	Total
Guatemala	7,343	28%	19,027	72%	26,370
Honduras	959	41%	1,385	59%	2,344
Mexico	775	38%	1,270	62%	2,045
Panama	8	50%	8	50%	16
Peru	122	33%	250	67%	372
Venezuela	534	47%	600	53%	1,134
Total	9,741	30%	22,540	70%	32,281

Table C4a - Number of beneficiaries acquiring agricultural knowledge and/or Skills by sex and country, 2004

Country	Men	%	Women	%	Total
Argentina	82	75%	28	25%	110
Bolivia	1,867	56%	1,480	44%	3,347
Brazil	434	45%	536	55%	970
Caribbean	5	22%	18	78%	23
Dominican Republic	111	91%	11	9%	122
Ecuador	717	45%	871	55%	1,588
El Salvador	582	64%	331	36%	913
Guatemala	1,406	44%	1,816	56%	3,222
Honduras	572	57%	440	43%	1,012
Mexico	2,427	60%	1,621	40%	4,048
Nicaragua	2,838	59%	1,933	41%	4,771
Panama	491	77%	148	23%	639
Peru	7,659	70%	3,234	30%	10,893
Venezuela	114	86%	19	14%	133
Total	19,305	61%	12,486	39%	31,791

Table C4b - Number of beneficiaries applying agricultural knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	160	56%	128	44%	288
Bolivia	1,369	60%	907	40%	2,276
Brazil	1,288	56%	994	44%	2,282
Dominican Republic	102	73%	38	27%	140
Ecuador	3,175	49%	3,298	51%	6,473
El Salvador	802	70%	339	30%	1,141
Guatemala	2,030	55%	1,693	45%	3,723
Honduras	1,501	44%	1,908	56%	3,409
Mexico	2,235	64%	1,236	36%	3,471
Nicaragua	1,413	60%	950	40%	2,363
Panama	410	64%	228	36%	638
Peru	3,280	69%	1,466	31%	4,746
Venezuela	501	78%	142	22%	643
Total	18,266	58%	13,327	42%	31,593

Table C5a - Number of beneficiaries acquiring manufacturing knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	47	18%	214	82%	261
Bolivia	127	42%	177	58%	304
Brazil	47	12%	354	88%	401
Caribbean	3	100%	0	0%	3
Colombia	1	3%	36	97%	37
Ecuador	3	4%	71	96%	74
El Salvador	24	59%	17	41%	41
Guatemala	0	0%	234	100%	234
Haiti	53	63%	31	37%	84
Honduras	4	6%	64	94%	68
Jamaica	4	8%	47	92%	51
Latin America	35	15%	205	85%	240
Mexico	29	6%	468	94%	497
Nicaragua	343	44%	433	56%	776
Panama	6	13%	42	88%	48
Peru	443	39%	701	61%	1,144
Venezuela	96	82%	21	18%	117
Total	1,265	29%	3,115	71%	4,380

Table C5b - Number of beneficiaries applying manufacturing knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	32	22%	116	78%	148
Bolivia	474	50%	483	50%	957
Brazil	493	25%	1,443	75%	1,936
Caribbean	3	100%	0	0%	3
Ecuador	15	6%	220	94%	235
El Salvador	57	47%	64	53%	121
Guatemala	22	6%	321	94%	343
Honduras	133	27%	366	73%	499
Jamaica	3	11%	24	89%	27
Latin America	30	23%	100	77%	130
Mexico	65	9%	682	91%	747
Nicaragua	5	18%	23	82%	28
Panama	140	15%	812	85%	952
Peru	150	53%	134	47%	284
Venezuela	470	94%	32	6%	502
Total	2,092	30%	4,820	70%	6,912

Table C6a - Number of beneficiaries acquiring construction knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Bolivia	147	68%	70	32%	217
Brazil	106	75%	35	25%	141
Ecuador	19	41%	27	59%	46
Guatemala	10	77%	3	23%	13
Honduras	548	87%	80	13%	628
Latin America	20	100%	0	0%	20
Mexico	409	68%	189	32%	598
Nicaragua	247	30%	568	70%	815
Panama	42	66%	22	34%	64
Peru	52	47%	59	53%	111
Venezuela	24	92%	2	8%	26
Total	1,624	61%	1,055	39%	2,679

Table C6b - Number of beneficiaries applying construction knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Bolivia	707	79%	191	21%	898
Brazil	411	73%	153	27%	564
Ecuador	25	34%	48	66%	73
Honduras	486	72%	190	28%	676
Latin America	20	100%	0	0%	20
Mexico	249	48%	272	52%	521
Nicaragua	318	28%	806	72%	1,124
Panama	137	57%	104	43%	241
Peru	1	20%	4	80%	5
Venezuela	149	78%	42	22%	191
Total	2,503	58%	1,810	42%	4,313

Table C7a - Number of beneficiaries acquiring environmental knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	79	58%	58	42%	137
Bolivia	427	66%	219	34%	646
Brazil	3,488	41%	4,967	59%	8,455
Costa Rica	6	18%	27	82%	33
Ecuador	1,912	36%	3,414	64%	5,326
El Salvador	542	54%	460	46%	1,002
Guatemala	468	47%	532	53%	1,000
Honduras	754	75%	251	25%	1,005
Mexico	812	69%	371	31%	1,183
Nicaragua	2,469	63%	1,449	37%	3,918
Panama	69	62%	43	38%	112
Peru	457	57%	347	43%	804
Venezuela	201	31%	457	69%	658
Total	11,684	48%	12,595	52%	24,279

Table C7b - Number of beneficiaries applying environmental knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	564	48%	602	52%	1,166
Bolivia	379	68%	175	32%	554
Brazil	817	38%	1,306	62%	2,123
Costa Rica	145	39%	225	61%	370
Dominican Republic	18	64%	10	36%	28
Ecuador	4,505	51%	4,401	49%	8,906
El Salvador	648	75%	217	25%	865
Guatemala	869	60%	582	40%	1,451
Honduras	998	48%	1,102	52%	2,100
Mexico	1,174	44%	1,511	56%	2,685
Nicaragua	1,045	61%	670	39%	1,715
Panama	195	67%	94	33%	289
Peru	490	66%	253	34%	743
Venezuela	491	41%	710	59%	1,201
Total	12,338	51%	11,858	49%	24,196

Table C8a - Number of beneficiaries acquiring planning & administration knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	151	14%	955	86%	1,106
Bolivia	752	60%	493	40%	1,245
Brazil	484	38%	775	62%	1,259
Colombia	149	37%	256	63%	405
Costa Rica	192	42%	270	58%	462
Dominican Republic	66	80%	16	20%	82
Ecuador	396	44%	508	56%	904
El Salvador	1,279	59%	873	41%	2,152
Guatemala	276	36%	497	64%	773
Haiti	102	61%	64	39%	166
Honduras	659	83%	136	17%	795
Jamaica	2	7%	25	93%	27
Latin America	70	41%	100	59%	170
Mexico	1,150	52%	1,057	48%	2,207
Nicaragua	379	62%	233	38%	612
Panama	487	61%	307	39%	794
Peru	1,764	64%	987	36%	2,751
Uruguay	284	63%	168	37%	452
Venezuela	140	40%	210	60%	350
Total	8,782	53%	7,930	47%	16,712

Table C8b - Number of beneficiaries applying planning & administration knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	222	17%	1,056	83%	1,278
Bolivia	1,322	63%	775	37%	2,097
Brazil	538	40%	814	60%	1,352
Colombia	178	41%	259	59%	437
Costa Rica	308	35%	564	65%	872
Dominican Republic	24	80%	6	20%	30
Ecuador	1,282	46%	1,490	54%	2,772
El Salvador	829	56%	657	44%	1,486
Guatemala	557	49%	572	51%	1,129
Honduras	682	41%	971	59%	1,653
Latin America	60	40%	90	60%	150
Mexico	899	46%	1,064	54%	1,963
Nicaragua	101	60%	68	40%	169
Panama	654	50%	660	50%	1,314
Peru	540	72%	213	28%	753
Uruguay	38	57%	29	43%	67
Venezuela	200	45%	245	55%	445
Total	8,434	47%	9,533	53%	17,967

Table C9a - Number of beneficiaries acquiring marketing knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	55	45%	67	55%	122
Bolivia	135	45%	166	55%	301
Brazil	151	32%	327	68%	478
Colombia	22	18%	100	82%	122
Dominican Republic	71	84%	14	16%	85
Ecuador	114	29%	284	71%	398
El Salvador	308	48%	329	52%	637
Guatemala	169	46%	195	54%	364
Honduras	123	62%	76	38%	199
Jamaica	2	13%	13	87%	15
Latin America	40	16%	205	84%	245
Mexico	196	61%	126	39%	322
Nicaragua	446	45%	552	55%	998
Panama	68	40%	102	60%	170
Peru	824	53%	719	47%	1,543
Uruguay	226	57%	174	44%	400
Venezuela	152	42%	206	58%	358
Total	3,102	46%	3,655	54%	6,757

Table C9b - Number of beneficiaries applying marketing knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	100	53%	90	47%	190
Bolivia	350	56%	273	44%	623
Brazil	315	40%	480	60%	795
Colombia	21	17%	100	83%	121
Dominican Republic	109	89%	13	11%	122
Ecuador	271	29%	650	71%	921
El Salvador	370	53%	334	47%	704
Guatemala	597	58%	438	42%	1,035
Honduras	166	21%	638	79%	804
Latin America	30	23%	100	77%	130
Mexico	671	75%	224	25%	895
Nicaragua	212	50%	208	50%	420
Panama	250	32%	543	68%	793
Peru	515	71%	206	29%	721
Uruguay	15	63%	9	38%	24
Venezuela	17	71%	7	29%	24
Total	4,009	48%	4,313	52%	8,322

Table C10a - Number of beneficiaries acquiring leadership knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	86	49%	89	51%	175
Bolivia	599	68%	282	32%	881
Brazil	320	39%	500	61%	820
Caribbean	13	87%	2	13%	15
Colombia	3	17%	15	83%	18
Ecuador	146	37%	246	63%	392
El Salvador	288	57%	216	43%	504
Guatemala	94	36%	164	64%	258
Honduras	79	66%	40	34%	119
Jamaica	2	13%	13	87%	15
Latin America	150	43%	200	57%	350
Mexico	25	31%	56	69%	81
Nicaragua	150	62%	91	38%	241
Panama	333	62%	207	38%	540
Peru	832	58%	607	42%	1,439
Venezuela	406	51%	392	49%	798
Total	3,526	53%	3,120	47%	6,646

Table C10b - Number of beneficiaries applying leadership knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	23	38%	38	62%	61
Bolivia	374	64%	211	36%	585
Brazil	503	48%	555	52%	1,058
Colombia	7	32%	15	68%	22
Costa Rica	108	52%	98	48%	206
Ecuador	197	19%	823	81%	1,020
El Salvador	388	61%	250	39%	638
Guatemala	721	70%	315	30%	1,036
Honduras	456	41%	654	59%	1,110
Latin America	80	36%	140	64%	220
Mexico	50	24%	157	76%	207
Nicaragua	70	59%	49	41%	119
Panama	414	51%	402	49%	816
Peru	357	70%	153	30%	510
Venezuela	175	27%	465	73%	640
Total	3,923	48%	4,325	52%	8,248

Table C11a - Number of beneficiaries acquiring civic participation knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Argentina	74	62%	46	38%	120
Bolivia	439	61%	277	39%	716
Brazil	1,128	48%	1,235	52%	2,363
Colombia	0	0%	12	100%	12
Costa Rica	24	34%	46	66%	70
Ecuador	1,621	39%	2,545	61%	4,166
El Salvador	43	54%	36	46%	79
Guatemala	8	89%	1	11%	9
Honduras	70	35%	130	65%	200
Mexico	253	45%	306	55%	559
Nicaragua	237	63%	142	37%	379
Panama	506	62%	306	38%	812
Peru	879	72%	350	28%	1,229
Venezuela	159	65%	84	35%	243
Total	5,441	50%	5,516	50%	10,957

Table C11b - Number of beneficiaries applying civic participation knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Argentina	546	42%	751	58%	1,297
Bolivia	339	63%	196	37%	535
Brazil	435	43%	580	57%	1,015
Colombia	14	19%	58	81%	72
Costa Rica	241	38%	387	62%	628
Ecuador	1,824	42%	2,543	58%	4,367
El Salvador	353	64%	200	36%	553
Guatemala	540	93%	43	7%	583
Honduras	943	38%	1,513	62%	2,456
Mexico	109	50%	111	50%	220
Nicaragua	99	85%	17	15%	116
Panama	372	47%	416	53%	788
Peru	106	35%	197	65%	303
Venezuela	259	64%	143	36%	402
Total	6,180	46%	7,155	54%	13,335

Table C12a - Number of beneficiaries acquiring legal system knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	30	94%	2	6%	32
Bolivia	922	49%	960	51%	1,882
Brazil	242	30%	559	70%	801
Ecuador	246	54%	207	46%	453
El Salvador	52	41%	74	59%	126
Guatemala	18	90%	2	10%	20
Honduras	73	68%	34	32%	107
Latin America	200	42%	280	58%	480
Mexico	119	71%	49	29%	168
Nicaragua	0	0%	9	100%	9
Panama	371	76%	115	24%	486
Uruguay	27	68%	13	33%	40
Total	2,300	50%	2,304	50%	4,604

Table C12b - Number of beneficiaries applying legal system knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	105	79%	28	21%	133
Bolivia	233	63%	135	37%	368
Brazil	160	27%	442	73%	602
Costa Rica	76	28%	191	72%	267
Ecuador	60	51%	57	49%	117
El Salvador	169	54%	143	46%	312
Guatemala	441	96%	17	4%	458
Honduras	45	71%	18	29%	63
Latin America	50	100%	0	0%	50
Mexico	88	64%	50	36%	138
Nicaragua	7	39%	11	61%	18
Panama	171	39%	266	61%	437
Peru	5	42%	7	58%	12
Uruguay	7	70%	3	30%	10
Venezuela	3	75%	1	25%	4
Total	1,620	54%	1,369	46%	2,989

Table C13a - Number of beneficiaries acquiring finance knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Argentina	93	48%	100	52%	193
Bolivia	506	51%	487	49%	993
Brazil	1,060	45%	1,271	55%	2,331
Colombia	19	19%	79	81%	98
Costa Rica	67	39%	104	61%	171
Ecuador	159	29%	396	71%	555
El Salvador	476	57%	363	43%	839
Guatemala	296	25%	878	75%	1,174
Honduras	11	6%	178	94%	189
Jamaica	2	13%	13	87%	15
Latin America	10	5%	205	95%	215
Mexico	5,113	12%	38,696	88%	43,809
Nicaragua	628	39%	974	61%	1,602
Panama	12	80%	3	20%	15
Peru	79	45%	97	55%	176
Uruguay	43	61%	27	39%	70
Total	8,574	16%	43,871	84%	52,445

Table C13b - Number of beneficiaries applying finance knowledge and/or skills by sex and country, FY2004					
Country	Men	%	Women	%	Total
Argentina	40	56%	32	44%	72
Bolivia	2,290	72%	903	28%	3,193
Brazil	230	51%	219	49%	449
Colombia	2	11%	17	89%	19
Costa Rica	67	39%	104	61%	171
Ecuador	479	33%	993	67%	1,472
El Salvador	517	55%	424	45%	941
Guatemala	435	33%	872	67%	1,307
Honduras	174	16%	883	84%	1,057
Latin America	8	14%	50	86%	58
Mexico	10,610	13%	73,289	87%	83,899
Nicaragua	29	42%	40	58%	69
Panama	70	34%	133	66%	203
Peru	105	83%	21	17%	126
Uruguay	11	61%	7	39%	18
Venezuela	6	55%	5	45%	11
Total	15,073	16%	77,992	84%	93,065

Table C14a - Number of beneficiaries acquiring political system knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	74	62%	46	38%	120
Bolivia	168	52%	157	48%	325
Brazil	153	37%	259	63%	412
Ecuador	33	59%	23	41%	56
Guatemala	4	40%	6	60%	10
Honduras	47	71%	19	29%	66
Latin America	200	44%	250	56%	450
Mexico	1,142	69%	513	31%	1,655
Peru	46	44%	59	56%	105
Venezuela	1	100%	0	0%	1
Total	1,868	58%	1,332	42%	3,200

Table C14b - Number of beneficiaries applying political system knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	234	41%	339	59%	573
Bolivia	138	77%	42	23%	180
Brazil	88	48%	94	52%	182
Ecuador	33	59%	23	41%	56
El Salvador	41	62%	25	38%	66
Guatemala	130	96%	6	4%	136
Honduras	540	40%	820	60%	1,360
Latin America	40	40%	60	60%	100
Mexico	14	26%	39	74%	53
Panama	58	24%	180	76%	238
Venezuela	6	100%	0	0%	6
Total	1,322	45%	1,628	55%	2,950

Table C15a - Number of beneficiaries acquiring health knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	10	25%	30	75%	40
Bolivia	50	46%	59	54%	109
Brazil	20	19%	83	81%	103
Ecuador	266	40%	403	60%	669
El Salvador	44	51%	42	49%	86
Guatemala	124	11%	986	89%	1,110
Honduras	77	40%	116	60%	193
Latin America	0	0%	20	100%	20
Mexico	738	25%	2,176	75%	2,914
Nicaragua	111	25%	330	75%	441
Panama	1	100%	0	0%	1
Peru	886	44%	1,123	56%	2,009
Venezuela	23	38%	38	62%	61
Total	2,350	30%	5,406	70%	7,756

Table C15b - Number of beneficiaries applying health knowledge and/or skills by sex and country, FY2004

Country	Men	%	Women	%	Total
Argentina	5	25%	15	75%	20
Bolivia	6	29%	15	71%	21
Brazil	8	13%	56	88%	64
Ecuador	200	38%	329	62%	529
El Salvador	23	29%	56	71%	79
Guatemala	171	22%	601	78%	772
Honduras	394	34%	754	66%	1,148
Latin America	5	20%	20	80%	25
Mexico	1,007	30%	2,316	70%	3,323
Panama	1	100%	0	0%	1
Peru	148	32%	319	68%	467
Venezuela	25	47%	28	53%	53
Total	1,993	31%	4,509	69%	6,502

**Table C16 - Number of beneficiaries acquiring knowledge and/or skills
in prevention of domestic violence, sexual abuse and drug use
by sex and country, FY2004**

Country	Men	%	Women	%	Total
Bolivia	130	45%	160	55%	290
Brazil	165	39%	259	61%	424
Colombia	0	0%	12	100%	12
Dominican Republic	358	27%	963	73%	1,321
Ecuador	19	36%	34	64%	53
Guatemala	35	28%	90	72%	125
Honduras	109	49%	113	51%	222
Latin America	15	33%	30	67%	45
Mexico	105	46%	121	54%	226
Peru	43	73%	16	27%	59
Venezuela	61	82%	13	18%	74
Total	1,040	36%	1,811	64%	2,851

Table C17a - Resources mobilized from international sources, FY2004

Country	International									
	Businesses		Public sector		Private organizations		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$0	\$0	\$0	\$93,326	\$0	\$0	\$0	\$93,326	\$0
Bolivia	\$0	\$0	\$32,264	\$0	\$410,808	\$0	\$0	\$0	\$443,072	\$0
Brazil	\$0	\$0	\$0	\$0	\$70,431	\$0	\$0	\$0	\$70,431	\$0
Caribbean	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Colombia	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Costa Rica	\$0	\$0	\$0	\$380	\$0	\$0	\$1,500	\$0	\$1,500	\$380
Dominican Republic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ecuador	\$700	\$0	\$415,000	\$0	\$92,160	\$800	\$0	\$0	\$507,860	\$800
El Salvador	\$0	\$0	\$20,648	\$6,933	\$85,955	\$0	\$0	\$18,500	\$106,602	\$25,433
Guatemala	\$0	\$63	\$6,335	\$24,776	\$333	\$8,578	\$0	\$15,000	\$6,668	\$48,416
Haiti	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Honduras	\$0	\$0	\$10,000	\$0	\$60,346	\$0	\$0	\$0	\$70,346	\$0
Jamaica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Latin America	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mexico	\$1	\$0	\$734,428	\$0	\$254,834	\$0	\$0	\$5,131	\$989,263	\$5,131
Nicaragua	\$26,000	\$2,800	\$300	\$25,600	\$2,380	\$700	\$1,000	\$0	\$29,680	\$29,100
Panama	\$0	\$0	\$0	\$28,486	\$0	\$3,600	\$0	\$0	\$0	\$32,086
Peru	\$0	\$0	\$30,059	\$7,000	\$24,420	\$8,800	\$4,977	\$13,030	\$59,456	\$28,830
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$0	\$1,325	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$3,325
Total	\$26,701	\$4,188	\$1,249,033	\$95,175	\$1,094,993	\$22,478	\$7,477	\$51,661	\$2,378,204	\$173,501

Table C17b - Resources brokered from international sources, FY2004

Country	International									
	Businesses		Public sector		Private non-profit organizations		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$0	\$0	\$0	\$52,000	\$0	\$0	\$0	\$52,000	\$0
Bolivia	\$53,867	\$142,710	\$0	\$0	\$0	\$0	\$0	\$0	\$53,867	\$142,710
Brazil	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caribbean	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Colombia	\$0	\$35,790	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,790
Costa Rica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dominican Republic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$580	\$0	\$580
Ecuador	\$0	\$0	\$500,000	\$70,000	\$0	\$12,300	\$0	\$6,000	\$500,000	\$88,300
El Salvador	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$1,500
Guatemala	\$0	\$0	\$0	\$0	\$0	\$42,778	\$0	\$6,299	\$0	\$49,077
Haiti	\$0	\$0	\$0	\$0	\$6,160	\$0	\$0	\$0	\$6,160	\$0
Honduras	\$6,000	\$1,875	\$0	\$0	\$0	\$20,135	\$0	\$0	\$6,000	\$22,010
Jamaica	\$0	\$0	\$0	\$0	\$0	\$0	\$13,500	\$0	\$13,500	\$0
Latin America	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mexico	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nicaragua	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Panama	\$0	\$0	\$0	\$1,134	\$0	\$0	\$0	\$0	\$0	\$1,134
Peru	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0	\$2,319	\$0	\$5,319
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$59,867	\$183,375	\$500,000	\$71,134	\$58,160	\$75,213	\$13,500	\$16,698	\$631,527	\$346,420

Table C18a - Resources mobilized from domestic sources other than local, FY2004

Country	Domestic							
	Businesses		Public sector		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$55,386	\$0	\$119,309	\$24,268	\$4,144	\$0	\$178,839	\$24,268
Bolivia	\$90,000	\$0	\$88,069	\$0	\$3,807	\$1,858	\$181,876	\$1,858
Brazil	\$0	\$0	\$6,600	\$0	\$1,786	\$0	\$8,386	\$0
Caribbean	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Colombia	\$0	\$0	\$0	\$0	\$15,977	\$0	\$15,977	\$0
Costa Rica	\$0	\$0	\$3,907	\$26,245	\$0	\$0	\$3,907	\$26,245
Dominican Republic	\$0	\$0	\$0	\$4,144	\$0	\$64	\$0	\$4,208
Ecuador	\$0	\$5,000	\$116,065	\$6,000	\$15,000	\$800	\$131,065	\$11,800
El Salvador	\$0	\$0	\$41,526	\$4,432	\$0	\$0	\$41,526	\$4,432
Guatemala	\$0	\$1,900	\$9,718	\$14,838	\$0	\$2,845	\$9,718	\$19,582
Haiti	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Honduras	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jamaica	\$0	\$0	\$0	\$0	\$99,182	\$0	\$99,182	\$0
Latin America	\$0	\$1,000	\$0	\$200	\$0	\$0	\$0	\$1,200
Mexico	\$38,865	\$28,662	\$763,263	\$0	\$73,239	\$12,391	\$875,366	\$41,053
Nicaragua	\$175	\$0	\$57,790	\$27,717	\$0	\$0	\$57,965	\$27,717
Panama	\$116,090	\$21,572	\$933	\$17,482	\$186,858	\$8,368	\$303,882	\$47,422
Peru	\$0	\$5,000	\$24,308	\$0	\$8,346	\$1,422	\$32,653	\$6,422
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$10,125	\$10,125	\$31,929	\$21,818	\$0	\$0	\$42,054	\$31,943
Total	\$310,641	\$73,258	\$1,263,417	\$147,144	\$408,338	\$27,748	\$1,982,396	\$248,150

Table C18b - Resources brokered from domestic sources other than local, FY2004

Country	National							
	Businesses		Public sector		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$0	\$71,000	\$0	\$0	\$0	\$71,000	\$0
Bolivia	\$1,575	\$0	\$65,400	\$0	\$7,000	\$34,629	\$73,975	\$34,629
Brazil	\$0	\$0	\$0	\$842	\$0	\$0	\$0	\$842
Caribbean	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Colombia	\$0	\$4,244	\$0	\$1,404	\$0	\$0	\$0	\$5,648
Costa Rica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dominican Republic	\$0	\$0	\$0	\$220	\$0	\$222	\$0	\$442
Ecuador	\$1,651	\$0	\$30,000	\$267,000	\$4,000	\$0	\$35,651	\$267,000
El Salvador	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$1,000
Guatemala	\$0	\$263	\$0	\$4,301	\$0	\$8,170	\$0	\$12,733
Haiti	\$0	\$0	\$0	\$0	\$11,939	\$0	\$11,939	\$0
Honduras	\$0	\$0	\$0	\$11,037	\$0	\$0	\$0	\$11,037
Jamaica	\$0	\$0	\$0	\$0	\$83,548	\$0	\$83,548	\$0
Latin America	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000
Mexico	\$0	\$10,000	\$1,785,148	\$10,305	\$0	\$318	\$1,785,148	\$20,623
Nicaragua	\$0	\$0	\$128,000	\$0	\$0	\$0	\$128,000	\$0
Panama	\$0	\$6,300	\$0	\$1,900	\$0	\$3,997	\$0	\$12,197
Peru	\$0	\$0	\$12,500	\$56,691	\$150	\$830	\$12,650	\$57,521
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,226	\$22,807	\$2,092,048	\$356,699	\$106,637	\$48,166	\$2,201,911	\$427,672

Table C19a - Resources mobilized from local sources, FY2004

Country	Local									
	Businesses		Public sector		Communities		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$1,346	\$48,937	\$0	\$0	\$0	\$174,766	\$0	\$0	\$1,346	\$223,703
Bolivia	\$186	\$0	\$93,041	\$9,761	\$68,125	\$91,499	\$0	\$0	\$161,352	\$101,260
Brazil	\$0	\$65	\$23,458	\$5,306	\$12,000	\$51,267	\$1,286	\$8,750	\$36,744	\$65,388
Caribbean	\$5,375	\$8,400	\$0	\$0	\$0	\$0	\$0	\$0	\$5,375	\$8,400
Colombia	\$0	\$1,160	\$0	\$12,240	\$0	\$5,320	\$0	\$0	\$0	\$18,720
Costa Rica	\$0	\$405	\$0	\$3,020	\$1,000	\$0	\$0	\$1,850	\$1,000	\$5,275
Dominican Republic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ecuador	\$0	\$5,000	\$0	\$42,000	\$6,000	\$0	\$0	\$2,000	\$6,000	\$49,000
El Salvador	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$1,500
Guatemala	\$347	\$1,000	\$0	\$2,577	\$0	\$10,086	\$0	\$3,375	\$347	\$17,038
Haiti	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Honduras	\$0	\$0	\$0	\$635	\$0	\$4,167	\$0	\$2,500	\$0	\$7,302
Jamaica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Latin America	\$0	\$1,500	\$0	\$6,000	\$0	\$2,900	\$0	\$0	\$0	\$10,400
Mexico	\$40,778	\$1,072	\$244,488	\$3,817	\$196	\$294	\$15,712	\$1,418	\$301,174	\$6,601
Nicaragua	\$0	\$0	\$0	\$0	\$0	\$14,590	\$0	\$0	\$0	\$14,590
Panama	\$0	\$30	\$0	\$56,815	\$0	\$54,914	\$5,065	\$500	\$5,065	\$112,258
Peru	\$0	\$0	\$0	\$3,157	\$2,122	\$10,652	\$133	\$0	\$2,255	\$13,809
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$0	\$8,039	\$3,000	\$2,091	\$0	\$3,320	\$0	\$3,390	\$3,000	\$16,840
Total	\$48,032	\$75,608	\$363,987	\$147,418	\$89,443	\$423,775	\$22,196	\$25,283	\$523,658	\$672,084

Table C19b - Resources brokered from local sources, FY2004

Country	Local									
	Businesses		Public sector		Communities		Other types of institutions		Total	
	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
Argentina	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000
Bolivia	\$0	\$0	\$0	\$5,221	\$0	\$0	\$1,200	\$0	\$1,200	\$5,221
Brazil	\$0	\$0	\$0	\$0	\$5,814	\$34,685	\$0	\$0	\$5,814	\$34,685
Caribbean	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Colombia	\$0	\$0	\$0	\$4,656	\$0	\$663,951	\$0	\$60,158	\$0	\$728,765
Costa Rica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dominican Republic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ecuador	\$0	\$0	\$5,400	\$60,518	\$0	\$80,093	\$5,000	\$5,600	\$10,400	\$146,211
El Salvador	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Guatemala	\$0	\$0	\$0	\$4,878	\$0	\$0	\$0	\$0	\$0	\$4,878
Haiti	\$0	\$0	\$7,879	\$0	\$17,527	\$0	\$0	\$0	\$25,406	\$0
Honduras	\$0	\$0	\$0	\$4,932	\$0	\$22,821	\$0	\$708	\$0	\$28,461
Jamaica	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Latin America	\$0	\$1,000	\$0	\$2,000	\$0	\$1,000	\$0	\$0	\$0	\$4,000
Mexico	\$0	\$5,804	\$44,602	\$20,213	\$18,867	\$16,631	\$0	\$22,420	\$63,469	\$65,068
Nicaragua	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Panama	\$0	\$0	\$0	\$0	\$0	\$40	\$0	\$403	\$0	\$443
Peru	\$0	\$150	\$53,385	\$16,456	\$600	\$25,787	\$1,355	\$3,900	\$55,340	\$46,293
Uruguay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Venezuela	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$7,954	\$111,266	\$118,874	\$42,808	\$845,008	\$7,555	\$93,188	\$161,629	\$1,065,024

Table C20 - Dissemination activities by type and country, FY2004

Country	Dissemination practices and techniques used by grantees											
	Speeches and/or presentations	Radio and television interviews	Pamphlets and brochures		Magazine or newspaper articles	Press releases	Books		Videos/movies		CD Roms	
			Produced	Distributed			Written	Distributed	Made	Distributed	Made	Distributed
Argentina	10	111	104	1,030	3	56	0	0	2	0	1	0
Bolivia	4	22	33	8,181	0	11	10	3,648	2	2	2	505
Brazil	181	103	30	50,950	48	159	2	0	5	0	5	0
Caribbean	20	3	2	1,000	12	12	0	0	0	0	0	0
Colombia	50	2	8	2,000	12	2	0	0	3	120	0	0
Costa Rica	0	0	0	0	0	0	0	0	0	0	0	0
Dominican Republic	4	2	6	16,740	4	2	2	6,614	0	0	0	0
Ecuador	71	17	19	15,400	12	26	0	0	6	500	5	700
El Salvador	17	13	6,503	4,500	15	4	0	0	0	0	0	0
Guatemala	30	3	1	300	3	2	3	643	1	0	0	0
Haiti	14	0	0	0	0	0	0	0	0	0	0	0
Honduras	38	88	11	7,880	2	0	0	0	2	1	0	0
Jamaica	3	0	3	120	0	1	0	0	0	0	0	0
Latin America	100	100	25	8,000	20	40	0	0	5	0	4	300
Mexico	334	56	31	171,095	10	105	1	200	5	53	5	92
Nicaragua	0	0	0	0	0	0	0	0	0	0	0	0
Panama	12	33	508	50	8	7	0	0	0	0	1	0
Peru	17	38	31	7,583	3	24	1	0	4	2	0	0
Uruguay	10	98	0	0	46	33	0	0	3	33	2	245
Venezuela	43	13	8	9,185	0	29	0	0	3	40	1	0
Total	958	702	7,323	304,014	198	513	19	11,105	41	751	26	1,842



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